

ANNUAL REPORT

1998 – 1999



City of
CAMBRIDGE, MASSACHUSETTS

FRONT COVER PHOTOS

DANEHY PARK FAMILY DAY. A large celebration occurred at the site of a former landfill: The Third Annual Danehy Park Family Day. City workers volunteered their time on a Saturday to staff the increasingly popular event while over 2000 Cambridge residents enjoyed free food, drinks, T-shirts for kids, live music, kids activities and amusement rides. See centerfold for more photos.

Printed on recycled material

TABLE OF CONTENTS

| | | | |
|--|----|---|----|
| Manager's Letter..... | 2 | Traffic, Parking & Transportation..... | 31 |
| Organizational Chart..... | 4 | Police Review & Advisory Board | 32 |
| Profile of the City of Cambridge | 5 | Inspectional Services..... | 34 |
| GENERAL GOVERNMENT | | License Commission | 35 |
| Office of the Mayor | 6 | Consumer Council..... | 36 |
| City Manager's Office | 9 | Weights & Measures | 36 |
| Affirmative Action..... | 10 | Electrical..... | 37 |
| Positive Edge | 10 | Emergency Management..... | 38 |
| City Clerk..... | 11 | Emergency Communications | 39 |
| Law Department | 12 | COMMUNITY MAINTENANCE & DEV. | |
| Finance..... | 12 | Public Works | 41 |
| Administration | 12 | Community Development | 52 |
| Revenue | 13 | Historical Commission..... | 59 |
| Cash Management/Payroll..... | 13 | Conservation..... | 60 |
| Claims Trust Fund | 13 | Peace Commission | 61 |
| Budget..... | 13 | Cable TV | 64 |
| Personnel..... | 14 | Water | 65 |
| Purchasing..... | 15 | HUMAN RESOURCE DEVELOPMENT | |
| Assessing | 15 | Library | 68 |
| Auditing | 15 | Human Services..... | 72 |
| Management Information Systems | 16 | Commission on the Status of Women | 81 |
| General Services | 17 | Human Rights Commission..... | 84 |
| Printing | 17 | Veterans' Services..... | 86 |
| Election Commission..... | 17 | EDUCATION | |
| Arts Council..... | 19 | The Schools | 87 |
| Animal Commission | 24 | Fiscal Year 1999 - Facts on File..... | 89 |
| PUBLIC SAFETY | | Department Heads | 91 |
| Fire | 24 | Department Telephone Numbers..... | 92 |
| Police | 30 | Index..... | 93 |



CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300
FAX 349-4307



EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

To the Honorable, the City Council, and the residents and taxpayers of Cambridge:

On behalf of the City of Cambridge and its employees, I am pleased to present to you with the 1998-99 Annual Report, for the fiscal year beginning July 1, 1998 and ending June 30, 1999.

It has been a remarkable year, full of many successes and accomplishments. Throughout this report, you'll read how all of our departments have worked hard this past year to make Cambridge a better place to live and work.

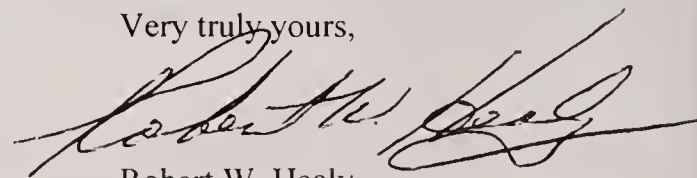
I am happy to report that our sound financial practices have enabled us to maintain a strong economic base and financial position that will be enjoyed by residents for decades to come.

Some of the City's priority goals for the 1999 fiscal year are summarized below:

- Maintain socio-economic diversity in the City of Cambridge by continuing efforts to increase supply of affordable housing for low and moderate income families.
- Continue an aggressive capital improvement plan focusing on new and existing municipal buildings and open space acquisition.
- Maintain and develop services that support and nurture families and children. Begin to implement goals adopted by the Kids' Council for the Agenda for Children.
- Work with the Citywide Growth Management Advisory Committee to explore and adopt strategies for appropriate growth and development in the City.
- Maintain policies and programs that calm traffic, safeguard pedestrians, encourage bicycle and other non-single occupancy vehicular use, and explore the feasibility of alternative transportation options.
- Maintain public safety.
- Continue providing services and maintaining stability using fiscally sound principles and reserving a generous free cash pool. Maintain a comfortable excess levy capacity, an unreserved fund balance.
- Support workforce development strategies that match citizens with employment opportunities in Cambridge and assure that city employees are appropriately skilled and successful.
- Support services for the elderly with particular emphasis on stable housing.

I would like to thank the residents and taxpayers of Cambridge, its employees and the distinguished members of the City Council for their dedication and commitment to making Cambridge a great place to live, work and do business.

Very truly yours,



Robert W. Healy
City Manager



**City Council
1998-1999**

Front row, left to right, Councilors Henrietta Davis, Mayor Francis H. Duehay, Sheila T. Russell, Kathleen L. Born, Vice Mayor Anthony D. Galluccio. Back row, left to rights, Councilors Timothy J. Toomey, Michael A. Sullivan, Katherine Triantafillou, Kenneth E. Reeves.



**School Committee
1998-1999**

Front row: Committee Members: David P. Maher, Susana M. Segat, Chair and Mayor Francis H. Duehay, Joseph G. Grassi, Vice Chair Denise Simmons, Alice L. Turkel, and Robin Harris.

City of Cambridge, Massachusetts



A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. According to the US Bureau of Census, the City's population in calendar year 1990 was 95,802, down from a 1950 peak of 120,740.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as a University City. Harvard, America's oldest University, was established here in 1636, six years after the City itself was founded. It is also home to Radcliffe College, Lesley College, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in seven of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only six US cities with a population over 75,000 are denser (Source: 1990 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 582 (Cambridge Highlands) to 13,006 (Mid Cambridge) (Source: 1990 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Seventy-five percent of all residents are white; 14% are black; 8% are Asian; and 3% are other races, including American Indian. Seven percent (7%) of all residents are of Hispanic background (Source: 1990 US Bureau of Census).
- Median 1989 family income was \$39,990, compared to \$17,845 in 1979. In 1989 dollars, this is an increase of 25%. Median household incomes rose from \$14,211 to \$33,211, a growth of 30% when corrected for inflation. Seven percent (7%) of all families have incomes below the poverty line (Source: 1990 US Bureau of Census).
- The local housing stock contains 41,979 units. Average household size in 1990: 2.08 persons/household (Source: 1990 US Bureau of Census).
- Cambridge is a city of renters. Seventy percent of all households are rented; 30% are owned. Nearly 13% of all homes are single family; 36% contain 2-4 dwelling units; 13% have 5-9 units. The 38% remaining are in buildings of 10 or more units. Twelve percent (12%) of all units are publicly owned or subsidized (Source: 1990 US Bureau of Census; Goetze, Cambridge Housing Challenges).
- The costs of home ownership have demonstrated volatility over the past fifteen years and now exceed their 1980's peak. The median price for a one-to-three family home in 1986 was \$210,000, reached \$260,000 in 1996, and \$375,000 in 1999. The median price for condominium in 1986 stood at \$135,000, by 1996 had risen to \$152,000, and reached \$209,000 in 1999.
- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, health services and business services, including research and computer/software services. Fifteen percent (15%) of all jobs are in the rental and wholesale trade; 7% are in manufacturing. Other major employers include: government, finance, insurance and real estate, and transportation. The largest employers in Cambridge include Harvard University, MIT, Polaroid, Mt. Auburn Hospital, IBM/Lotus Development, Bolt, Beranek & Newman/GTE, and Draper Labs. (Source: 1994 MA. Dept. of Employment & Training; 1996 City of Cambridge).
- Many Cambridge residents work in professional and managerial occupations (47%); another 31% work in technical, sales and clerical positions; 11% work in service occupations; and 11% work in blue collar trades such as precision production, craft, repair and machine operations (Source: 1990 US Bureau of Census).
- Though famous for education, Cambridge is also industrial city. The first ladder factory in America was built here. Other factory "first": piano keys, reversible collars, waterproof hats and mechanical egg beaters.
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence, optical instruments, advanced materials and biotechnology.
- The fastest growing sector of the economy is now services, including computer software, management consulting and the life sciences, including biotechnology firms, medical laboratories and medical instrument makers.

Office of the Mayor

The Mayor is elected by the nine-member City Council with a simple majority vote. Coterminous with the Council session, the Mayor serves for two years. The Mayor serves as Chair of the City Council and School Committee. In addition to chairing the City Council, the Mayor appoints members to standing sub-committees of the City Council to address a wide variety of economic and social issues. The Mayor is also the city's principal ceremonial emissary to many government, business and educational institutions that have a relationship with the city, as well as to dignitaries who are visiting Cambridge.

With the leadership of the Mayor, the City Council has direct authority over fiscal appropriations, acquisition and use of city real estate and the power to draft and enact regulations that have direct impact on the residents of Cambridge. Under the Plan E form of government mandated in the Cambridge City Charter, the City Manager is responsible for managing the city, and all of its departments, on a daily basis. The City Manager takes policy direction from the City Council and is required to seek the approval of the Council on proposals to implement the policy directives.

Mayor Francis H. Duehay:

Since I am not a candidate for reelection, my term as a councilor and mayor ends on January 3, 2000. I began my service as an elected member of the Cambridge School Committee in 1964 and served four terms. I have served continuously on the City Council since 1972. In addition to my current term as Mayor, I was elected to this post for the 1980-81 term, and in 1985 to complete the term of Mayor Leonard J. Russell, who died in office.

Throughout my career I have tried to apply the knowledge I have gained from meetings with residents, colleagues, employees, community and parent groups, private and non-profit sector officials to better serve Cambridge. When I was first elected to the Council I concentrated my efforts on economic and financial matters and on planning and zoning because those were then so critical. In the latter part of my Council service I have focused more on environmental, health, affordable housing and quality of life issues.

Legislation I have sponsored over the years created the Affordable Housing Trust and the Cityhome programs. No city of comparable size in the country is producing more affordable housing for its residents than Cambridge. Having lost rent control, suffering federal policy reverses, and being located in one of the most expensive housing markets in the country, Cambridge has utilized many sources of funding, including local property tax revenue, to achieve this success. However, even though we are producing several hundred means-tested affordable units per year, the need for these units, together with rapidly rising costs and rents, far outweigh the supply. Many long-term residents have been forced to leave the city and others are one paycheck away from losing their homes.

As a Board member and immediate past chair of the Committee on Community and Economic Development, a Committee of the National League of Cities, I have been at the center of national efforts to preserve and enhance the Community Reinvestment Act, the Community Development Block Grant program and the budget of the Department of Housing and Urban Development. Cambridge has used these funds for affordable housing, community development and human services programs.

As a Board member and Vice-President of the Massachusetts Municipal Association I have helped ensure that Massachusetts cities have gained their fair share of state revenue from the state lottery, from chapter 70 for schools, and from chapter 90 for roads. The MMA's persistent lobbying of the governor and the legislature has resulted in millions of dollars to Cambridge from these sources over the last several years.

Policy Crafting to Program Implementation:

Kids' Council

During 1999 fiscal year, I continued to chaired the Cambridge Kids' Council as stipulated by ordinance. The Council has begun to implement its initiative, the Agenda for Children, to enhance the lives of children and families. The Kids' Council, which includes the city's top elected and appointed officials as well as parents and professionals, has, after nine months of working together, selected two goals for citywide action in its Agenda for Children. Goal 1: The ability of all children to read at grade level. Goal 2: Access to supervised activities in nurturing and safe environments for all children and youth.

In the process of selecting these goals, the Agenda for Children initiative consulted over 600 Cambridge residents at 50 community meetings held in churches, community centers, housing complexes and schools.

Teams of departmental representatives again met with residents and service providers to develop detailed plans to engage the entire community in supporting the goal of reading and to plan for new day care, extended school day, teen and after-school programs.

In developing its Agenda for Children, the Kids' Council worked with the School Department, the Human Services Department, the Police Department, the Cambridge Public Library, the Cambridge Health Alliance, the community at large and numerous private and non-profit agencies in a collaborative effort. One of the first visible results of this effort is a new and comprehensive extended-day pilot program at the Harrington School, which will begin operations in the fall of 1999.

Welfare Reform Task Force

I also maintain an active role as the Chair of the Welfare Reform Task Force. Upon my recommendation, the City Council voted to create this two-year Task Force in August 1997. However, the Committee has continued to meet beyond the two-year period in light of the evolving implications and complicated nature of Welfare Reform.

Initially, the Welfare Task Force was charged with developing recommendations for our city and state to use to deal with the changing landscape in the wake of federal and state reforms. Several city departments, organized labor, community activists, university faculty and advocacy groups are represented on this committee. The Task Force produced its first report in the fall of 1998. The report presented a series of recommendations to city and state government on issues related to Welfare Reform including: Education, Training and Employment; Child and Health Care; and Mentoring and Outreach. This collection of information and data analysis was widely distributed to state and local officials and received great interest. Subsequently, the Task Force continues to work with state and local officials to put into place the various recommendations.

An offshoot of the work of the Task Force was the formation of local "Kitchen Table Conversations", which are support groups for women going from welfare to work.

Mayor's Summer Youth Employment Program

I continue to work with the Office of Workforce Development to ensure the Mayor's Summer Youth Employment Program (MSYEP) maintains professional and quality management. The program provides local youth over the age of fourteen the opportunity to work throughout the city at paid jobs for six weeks during the summer. This summer proved to be successful on all accounts. With a director and a staff of eighteen, MSYEP was able to provide a job and support to all eligible Cambridge youth that submitted an application. The year saw nearly 400 participants going to jobs at 86 public and non-profit sites.

I visited several of these sites, watching young people create a film at Cambridge Community Television, help Public Works employees classify and tabulate equipment and work to build self-esteem among middle school girls at the Harrington School Sisters Program.

The Mayor's program offers a wonderful experience for our city's youth as it often combines work experience, skill building and academics. In the near future, I foresee the Mayor's Summer Youth Employment Program incorporating a school credit component in some facets of the program.

Cooperation and Communication:

I have been working with city departments and various agencies and organizations to improve communication as a means to better serve the citizens of Cambridge and to make our city and its government more hospitable to its visitors.

My office has encouraged and arranged meetings with neighborhood groups and key city officials to discuss issues from race and class relations to area flooding. I have met with Harvard President Neil Rudenstine, M.I.T. President Charles Vest and representatives from Lesley and Cambridge Colleges to discuss "town gown" issues and how to improve upon the relationship between our city and its institutions for higher education.

I make it a point that my office advocates responsible and responsive government. No matter how general, how specific or how difficult the issue, I continue to make sure that all matters which come to my attention are effectively handled. My office maintains a commitment to ensuring that Cambridge is a great place to live and visit regardless of one's race, class, ethnicity, gender, religion or sexual orientation.

I am proud of the work my staff has been doing and all that has been accomplished thus far, and I look forward to all that can be addressed during the remainder of my term.

Ceremonial and Public Events:

Among the commemorations my office sponsored was Black History Month. For the entire month of February 1999 through March, the second floor of City Hall was turned into an art gallery showcasing an exhibit entitled, "Black Art/American Art". Comprised of works from 10 world-renowned African-American artists from Boston and Cambridge, the exhibit included original pieces from Allan Crite and Paul Goodnight, and works from Cambridge home-grown artists, Dana Chandler,

Vusumuzi Maduna and Barbara Ward, among other artists' works.

The exhibit culminated with an open house at City Hall that included singing, talks by two of the artists, music, and food provided by local restaurants.

My office continued the tradition of co-hosting the annual senior citizen luncheon with the Massachusetts Institute of Technology and the annual senior citizen picnic with Harvard University. Hosting over 1,000 guests on each occasion, these wonderful and very successful events continue to be held as a means to honor Cambridge senior citizens.



Mayor Duehay speaks with guests at the Harvard Yard Sr. Citizen picnic

Among the many community activities that took place in the city, I presided over and sponsored the widely popular National Night Out Against Crime put on by the North Cambridge Crime Task Force. My office also sponsored the Arts Council's *Summer in the City*, a series of free interactive performances for kids and families held throughout the city's neighborhood parks, and the Cambridge Lavender Alliance's annual Pride Breakfast held at City Hall.

School Committee:

As the Chair and a voting member of the seven-member School Committee, I lead the Committee in its efforts to support and extend the learning capacities and opportunities of all the children of Cambridge. While most mayors do not serve on School Department subcommittees, taking an unusual step, I serve on the Subcommittee on Policy and Rules which is currently re-codifying the entire body of Cambridge School policy. In addition, I work with union and School Department officials to resolve employee grievances. This year I am also assisting with negotiations for a new teacher's contract.

Since becoming Mayor, members of my staff and I have visited all the public schools in the City, as well as the Benjamin Banneker Charter School, Matignon High School, Ecole Bilingue and the Fayerweather Street School. For the most part, the purpose of these visits has been to introduce the "Mayor" to the children of Cambridge and to talk with them about their school experiences. On these visits I have tried to meet with each school's faculty and principal to listen to their views about teaching and learning in Cambridge.

I re-visited all Cambridge public schools at the end of the academic year to confer diplomas on eighth grade and senior high school students. On behalf of the city, I congratulated the graduates and spoke to them about the city's high expectations for their success and happiness.

The 1998-1999 school year has seen the successful resolution to some difficult issues faced in the prior year. The School Department's special needs program underwent an exhaustive outside audit praising some aspects of this program, but also pointed out many areas that need improvement. Committee members and many citizens agreed with the eighteen recommendations brought forward by the authors and currently procedures for implementing these recommendations are being formulated. After an exhaustive search a new principal for Cambridge Rindge & Latin School (C.R.L.S.) was hired and the School Committee has high expectations for her as she familiarizes herself with the School Department's mission and goals and the restructuring work already underway at C.R.L.S. After a year of turmoil stirred by issues of race and class, a new principal at the Agassiz School has gone a long way towards bringing that community together to continue their support of their neighborhood school.

While the School Committee continues to work towards easing race and class tensions within the city, 1999 has been marked by a controversial search of students, which some parents believe was racially motivated. With the national focus on safety in our schools, the School Committee and the School Department are tackling this issue head on, and are working to develop strategies, which will significantly improve the lives and safety of all our children.

During the two years I have chaired the Committee, it has adopted new goals and strategies to achieve those goals. The School Committee permanently hired the Executive Director for the new Office of Achievement and Accountability to focus its efforts on low-achieving pupils. Scores on state tests show improvement, but some parents and faculty members worry that an excessive standardization of the curriculum to comply with state requirements will lead to a lack of creativity and spontaneity in approach and outcome. Accordingly, last spring the Mayor's Office sponsored a regional forum at MIT on what improvements should be made in the Massachusetts Education Reform Act when the Legislature considers its renewal next year. Not only must the educational objectives of the Act be reviewed, but also its funding formula. It is unclear whether improvement in test results is a reflection of improved teaching and learning or of the city's rapidly changing demography. Meanwhile, the Cambridge School System must appeal to and serve families and children from diverse socioeconomic backgrounds.

Sister Cities:

Another duty of my office is to support the work of Cambridge's Sister City and Friendship City Committees: Coimbra, Portugal; Gaeta, Italy; Galway, Ireland; San Jose Las Flores, El Salvador; Tsukuba, Japan; and Yerevan, Armenia.

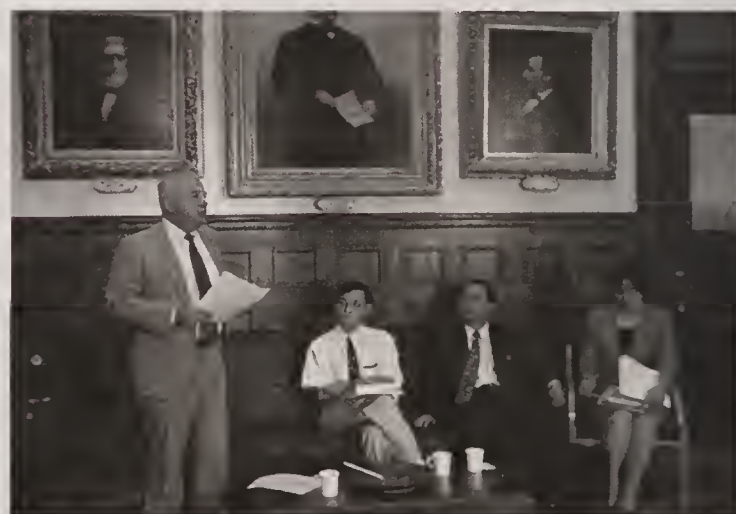
Over the past year, my office has hosted three receptions for the Cambridge-Yerevan Sister City Committee and visitors. One reception was held for high school students on a two-week exchange program. Another reception was held for a group of Armenian educators performing internships at university, high school and elementary school levels, and the last reception celebrated

the return of a quartet from the Donnelle Patterson Gospel Choir, a local group that toured six locations in Armenia including the capital city of Yerevan. Under my leadership the City Council renewed Cambridge's Sister City Agreement with Yerevan, Armenia. And as Mayor, I attended the special Ecumenical Service given by His Holiness, Karekin I on the occasion of his visit to Cambridge celebrating the centennial of the founding of the Diocese of the Armenian Church in the United States.

As in the previous year, in January, 1999, my office welcomed delegations from Galway City, Ireland. During both visits the delegations' agendas, coordinated through my office, primarily included meetings and discussions on housing, tourism and commerce. In addition, in 1998 an art exhibit entitled "The Spirit of Galway" was hosted jointly by Mayor Leahy of Galway City and my office at the Cambridge Multicultural Arts Center. During June of 1999, I led a delegation to Galway City to renew our Sister City agreement, which expired on March 17th. The new agreement "shall remain in effect thenceforth indefinitely."

As Mayor, I participated in the Cosmas & Damian Society Festival held here in East Cambridge both in 1998 and 1999. The feast of the "Two Healing Saints" was first celebrated in our Sister City, Gaeta, Italy. In 1998, five members of the Gaeta-Sister City Committee along with others visited Gaeta in order to participate in their celebration of this feast. This delegation carried with them an invitation issued by me to the Mayor of Gaeta to come to Cambridge in 2001 to celebrate the Diamond Jubilee, the 75th anniversary, in keeping with this tradition of celebrating the feast of Saints Cosmas and Damian.

Earlier this year I was honored to meet Premier Zhu Rongji of the People's Republic of China while he visited Cambridge. His visit to the city sparked an interest on the part of many Cantabrigians to explore the possibility of forming a Sister City relationship with a city in China. Looking to the next millennium and believing that China will hold a prominent place among the nations of the world, I fully support this initiative, and am working hard to identify citizens interested in, and willing to work toward, establishing a Chinese Sister City.



Mayor addresses Haidian District Delegation

People's interest in this effort was further fueled when Cambridge was visited by a delegation from the Haidian District of Beijing City, China. My office hosted a group of government officials who were in the city to learn about the partnerships that exist among the city, local universities and local businesses. I hope that by the end of

1999 a committee will be in place to develop a Sister City relationship with a city in China.

City Manager's Office

As the City's chief administrative officer, the City Manager is responsible for providing leadership to, and administration of, all City departments and services, appointing department heads and appointing members to various boards and commissions. The Manager also recommends policies and programs to the City Council, conducts numerous neighborhood meetings regarding community concerns, and implements council policies.

The City Manager's Office enforces all laws and ordinances, submits the annual budget to the City Council, and responds to citizen inquiries and complaints regarding City services.

Listed below are some highlights of the past year.

Community Meetings

An important step in City planning includes soliciting input from community members who may be affected by such efforts. Community meetings held by the City Manager's Office provide interested citizens with a forum to voice their concerns or approvals for a variety of projects. Some of the community meetings included:

- Library Site Selection
- Capital Improvement Projects (such as sewer separation, traffic calming, roadway improvements.)
- Affordable Housing
- Cable Refranchise Agreement
- Fresh Pond Stewardship Plans

Public Committees

- **Affordable Housing Trust Fund.** Chaired by the City Manager, this committee is tasked with increasing the number of affordable housing units in Cambridge.
- **Fresh Pond Master Plan Advisory Committee.** With guidance from the Deputy City Manager, this committee was responsible for the management and stewardship of the Fresh Pond Reservation.
- **Green Ribbon Open Space.** This committee was charged with developing criteria for the acquisition of open space.
- **Library 21 Committee.** Co-chaired by the Deputy City Manager, this committee continued to meet to discuss library siting issues.
- **Neville Manor Site Advisory Committee.** Comprised of citizens and representatives from the City Manager's Office, the Cambridge Health Alliance and Neville Community Partners, this committee continued to meet to develop recommendations for siting of a new Neville Manor.

Internal Committees

During FY99, the City Manager continued to strive toward improving the work environment for municipal employees and enhancing positive interactions between City departments and the public through a variety of special internal committees.

- **Cable Refranchising Committee.** Responsible for reviewing the City's cable service provider(s) and making decisions on refranchising agreements that would be in the best interests of the majority of citizens.
- **Diversity Task Force.** Chaired by the City Manager, this committee developed diversity training for all employees and continues to work toward ensuring that the City's workforce is reflective of the diversity of Cambridge.
- **Environmental Coordinating Committee.** This ongoing committee meets with the Deputy City Manager to ensure departmental coordination and cooperation in all issues impacting the environment.
- **Hansen System Implementation Committee.** Responsible for implementation of automated methods to improve customer service, work order processing, asset management, permit streamlining and other city functions.
- **Open Space Committee.** Chaired by the Assistant to the City Manager, this committee meets regularly to coordinate capital planning and park initiatives.
- **Organizational Development Initiative.** Consisted of a multi-faceted effort to improve organizational effectiveness.

Annual Public Celebrations

The City Manager's Office sponsors a few community events that continue to grow in popularity every year.

- **Dance Block Party.** Held in June, this fun-filled dance celebration takes place in a blocked off section of Mass. Ave. in front of City Hall, under a giant balloon archway. The fourth annual event attracted nearly 700 people. Children enjoyed face painting and received free gifts. A disc jockey provided a diverse mix of music to entertain the crowd.
- **Danehy Park Family Day.** One of the largest community events, the Third Annual Danehy park Family Day attracted 3,500 people. Patrons enjoyed free food, drinks, T-shirts for kids, live music, kids activities and amusement rides.

Major Projects

Each year, the City completes, continues or launches major renovation, reconstruction or building projects. Since such projects can take years to complete, and often requires vast amounts of the City's personnel and capital resources, the Deputy City Manager, who oversees capital planning and budgets, monitors all facets of major construction. Major projects in FY99 included:

- **Morse School Opening.** Construction for the newly renovated Morse School was completed in 18 months in January 1999 and a dedication ceremony for the community was held in February.
- **Water Treatment Plant.** Significant progress took place on the construction of the City's new 24-million gallon Water Treatment Plant. The project is scheduled for completion in the first quarter of 2001.
- **Corporal Burns Playground Reconstruction.** The last phase of this \$708,325 reconstruction project began in the spring of 1999 and a community dedication ceremony is planned for the fall.
- **808-812 Memorial Drive.** A \$10 million renovation of this mixed income rental housing development on the Charles was completed in FY 99. Of the 301 units, 211 were affordable.
- **2525 Mass Ave.** The City provided financial and technical assistance to the non-profit organization Just A Start Inc. to purchase and develop this property at the former BankBoston location. This resulted in the creation of 12 units of affordable family housing.
- **City Annex Landscaping Improvements.** Landscape beautification of the grounds surrounding the City Hall Annex was completed in the spring of 1999. The project consisted of new plantings, paving, fencing and benches designed by the Community Development Department.
- **Fitzgerald School/Gately Shelter/O'Neill Branch Library Reconstruction Project.** During FY99, final construction documents were prepared for this estimated \$16 million reconstruction project, scheduled for completion in the first half of 2001.

Conclusion

The City of Cambridge receives awards and commendations for its efforts and initiatives, as well as positive feedback in many forms: A "AAA" rating that reflects the City's solid financial management; state and federal grant money awarded to deserving local capital or community projects; state or federal awards for program innovation; and thank you letters from Cambridge residents who felt well served by their government.

In managing a City as diverse and unique as Cambridge, programs and initiatives that address our community's needs must be equally so.

The City strives to create innovative programs that improve the quality of life of residents while maintaining Cambridge's competitiveness and desirability as the place to live, work and do business.

For a detailed account of our programs and services, please review the remaining pages of this report.

AFFIRMATIVE ACTION

In March 1977, the City established its Affirmative Action Program in accordance with the intent of the rules, regulations and guidelines of the various federal and state laws and agencies that have oversight in employment.

The City of Cambridge is an Affirmative Action employer. The City takes affirmative steps, including the

establishment of goals and timetables, to ensure that our workforce reflects, at all levels, and in all types of positions the race, sex, disability, or other protected status of the labor markets from which employees are drawn. The Director of Affirmative Action reports directly to the City Manager. It is the responsibility of the Affirmative Action Director to assist Department Heads in setting and achieving affirmative action goals, specifically assisting in recruiting, hiring, promoting and retaining qualified employees. For this reason the Affirmative Action Director reviews and signs-off on all employment transactions. Quarterly reports to the Massachusetts Commission Against Discrimination (MCAD) and annual reports to the Equal Employment Opportunity Commission (EEOC) are submitted by the Affirmative Action Director.

The Affirmative Action Office receives and provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with EEO implications.

In 1983, the City established a Minority Business Enterprise Program (MBE). In cooperation with the Purchasing Department, the Office of Workforce Development and the Compliance Monitor for the City, the Affirmative Action Office monitors construction contracts in excess of \$50,000 to ensure that at least 10% of sub-contract business goes to State Office of Minority and Women Business Association (SOMWBA) certified businesses. This information is reported to MCAD on a quarterly basis as well.

FY99 Accomplishments:

- Collaborated with the State Human Resources Department, Personnel, Police, Community Learning Center and the Office of Workforce Development to successfully recruit and prepare Cambridge residents to take the Municipal Police Exam. Began work on revising the Affirmative Action Plan and updating goals.
- Provided training workshops on Affirmative Action to Department Heads, Supervisors and Managers.
- Worked with the Affirmative Action Advisory Committee on an innovative recruitment campaign for the Firefighters exam held in the spring.

POSITIVE EDGE

An extension of the City Manager's Office, Positive Edge is the City's youth outreach and advocacy program. Our mission is to reach and work with at-risk youth. Since the inception of Positive Edge in the winter of 1993, the agency has conducted interventions, activities and events to assist Cambridge youth with their personal development. Social, emotional, intellectual, and physical growth are stressed for all youth. Positive Edge is guided by the following principles:

Education: acquiring the skills and knowledge to be active, productive members of our society.

Direction: showing youth positive avenues that will allow them to pursue their goals.

Guidance: providing insight and understanding to their needs and direction towards appropriate resources.

Empowerment: enabling youth to take leadership and ownership of their actions, both individually and collectively.

Positive Edge has had the opportunity to engage youth and at times, other family members, in a variety of circumstances and settings from individual, small group and family counseling sessions, to focus groups, neighborhood meetings and crises management sessions. Positive Edge works with existing City services for the betterment of our youth.

Positive Edge in the New Millennium

Over the years Positive Edge has established many meaningful relationships with the youth in the City of Cambridge. These connections have undoubtedly had a positive influence on the decisions and direction that face these youth. Because the majority of our work takes place in the streets, it has been difficult to accurately track the fruits of our labor. However, recent changes in our approach to violence prevention and education have allowed us to reach a younger and more captive audience. New Positive Edge programs such as the Ruff-House Athletic Club have introduced us to a new group of children in grades 2-6. Our plan for the new Millennium is to begin a system of tracking that will document the progress of the young people we work closely with. We will employ research methods to help define more clearly the needs of our "at-risk" population. The Positive Edge staff believes these actions are necessary in order to fulfill our mission in Educating, Directing, Guiding and Empowering the youth in the City of Cambridge.

FY99 Accomplishments:

- Conducted direct crisis intervention, primarily in the form of community debriefing meetings, for those directly affected by the trauma of losing a number of young people this past year. These meetings helped the youth, families and community regain a sense of control over their lives and foster community-wide coping and support.
- Continued collaboration with "Unity Providers" (CRLS Safety and CRLS Service Center, DHSP Youth Program, Police Department Juvenile Unit) which provide recreational activities and educational workshops for youth during school vacations at NiteStop.
- Continued to host a youth-run and operated hour-long segment on "Be Live" on CCTV, a television show that has an open format where youth can express their views and heighten awareness of youth issues.
- Expanded youth involvement through initiatives designed to bring urban youth out of their environment and to broaden their horizons. Such activities included camping, canoeing, skiing, and bike trips at various locations.
- Established connection with Cambridge Public Schools and formed the Ruff-House Athletic Club, after school program.

- Assisted young adults who were in transition stages from High School and prison. Helped them prepare for College admission or other alternatives, such as the City Year and Upward Bound programs.

City Clerk

The concept of the Plan E Council/Manager form of government provides the Office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office has many statutory responsibilities, including the issuance of all vital records. The Clerk's Office also provides, through the City Clerk and the Deputy City Clerk, for the staffing of 19 City Council Committees, in addition to attendance at, and recording of, each meeting of the City Council. The Clerk's Office is also responsible for preparation of the City Council agenda, and creation and maintenance of the Council's permanent record. The staff in the office also serves as "unofficial ombudsman" to provide general information regarding various municipal services to the public.

The City Clerk's Office continues to place strong importance on records retention and continues to categorize and identify records now stored in various vaults in the basement at City Hall.

This past year, the City Clerk's Office worked with the MIS Department to automate many of its functions. Before the utilization of automated technology, there was an eight-year backlog in production of the permanent City Council record. The permanent record for calendar year 1998 went to the bindery in FY99. Ongoing backlog reduction efforts focused on the 1991 record. The actions taken by the City Council at its Monday meetings are published on the City's Internet home page. The Municipal Code appears on the home page as well. The City Clerk's Office maintains a personal computer on the front office counter for the public to use to access information from the City's web site.

The City Clerk's Office also made improvements to the system by which the Municipal Code and City Council order index are available by computer. The new system allows for automated search and production of updates in-house. The software is now more user-friendly. Council indices for 1995 through the present are computerized and can be searched by computer. The Clerk's Office published and distributed to subscribers supplements to the Municipal Code to include all ordinances enacted through November 16, 1998. The Municipal Code is now available on disk to subscribers who prefer this version to the printed code.

LICENSES AND FEES

| | |
|---------------------------------|---------------------|
| Wildland Stamps - resident | \$ 1,715.00 |
| Wildland Stamps - non residents | 75.00 |
| Sporting Licenses & Fishing | 7,863.50 |
| Marriages | 13,125.00 |
| Sporting Fees | 185.65 |
| Certified Copies | 79,837.48 |
| Archery Stamps | 75.00 |
| Waterfowl Stamps | 71.25 |
| Primitive Firearms Stamps | 45.00 |
| Duplicate Licenses | 9.50 |
| Sale of Zoning Ordinances | 8,325.00 |
| Sale of General Ordinances | 800.00 |
| Sale of Supplement Ground | 70.00 |
| Service Fees | 359.00 |
| TOTAL | \$112,556.38 |

RECORDING FEES

| | |
|----------------------------------|---------------------|
| Domestic Partnerships | \$ 1,035.00 |
| Mortgages | 24,220.00 |
| Business Certificates | 10,539.00 |
| Business Certificate Withdrawals | 95.00 |
| Filing of Zoning Petitions | 600.00 |
| Constable Filing Fees | 400.00 |
| Physicians | 0 |
| TOTAL | \$ 36,889.00 |
| GRAND TOTAL | \$149,445.38 |

VITAL STATISTICS

| | |
|---|-------|
| Cambridge residents - births in Cambridge | 324 |
| Non residents - births in Cambridge | 1,603 |
| Cambridge residents - births outside Cambridge | 662 |
| Intentions for marriages filed | 1,027 |
| Marriages recorded | 806 |
| Deaths recorded | 1,079 |
| Delayed return of births recorded | 13 |
| Affidavits of correction of births, deaths and marriages recorded | 211 |
| Instruments recorded | 9,487 |

Law Department

The Law Department operates under the provisions of Chapter 2.26 of the Cambridge Municipal Code. The Code allows the City Solicitor to draft all legal instruments of whatever nature may be required of the Solicitor and shall prosecute and defend all suits, causes and actions in which the City is a party. The City Solicitor represents the City before administrative agencies on any matter in which the interests of the City may be affected and defends the officers and employees of the City for any claims arising out of acts or omissions in the discharge of their official duties. The Solicitor furnishes legal opinions on matters submitted by the City Manager, Mayor, City Council, School Committee or Department Head.

A staff of seven attorneys, under the direction of the City Solicitor and Deputy City Solicitor performed the duties outlined in the Code in FY99. The Department defended the City and provided advice in a variety of areas such as zoning issues, environmental issues, public records and conflict of interest issues, employment law, civil rights, civil service, contract actions, tax appeals, real estate, worker's compensation, education law, tort actions involving personal injury and property damage claims. Attorneys provided daily advice and many written opinions during the year. They also drafted ordinances and legislation, contracts and other legal documents. Attorneys attended regular meetings of the City Council and Council Subcommittees, as well as City boards and commissions. The staff is supported by an office manager, administrative assistant and a clerical worker.

Departmental Activities

The department recorded a total of 238 claims during FY99, involving personal injury, property damage, contract and other matters. A total of 93 lawsuits were filed against the City during the year. There were also

numerous tax appeals and bankruptcy filings. The department rendered 28 formal written opinions.

Highlights

During FY99, in addition to routine litigation and legal services, the Department directed substantial resources to several major initiatives, including the following:

- Assisting City staff and officials in dealing with zoning and land use matters and providing analysis and advice relating to several major zoning amendment petitions;
- Continued to assist City officials in responding to truck related issues;
- Provided legal assistance to officials developing new City ordinances and regulations on such matters as asbestos, tobacco, noise, the Public Planting and Fresh Pond Advisory Committees and the Cambridge Water Board;
- Provided substantial legal assistance to the new Water Treatment Facility project;
- Provided legal assistance related to the Neville Manor proposal;
- Provided legal assistance in the Cable TV refranchising and cable competition initiatives;
- Provided legal assistance to the Pole and Conduit Commission and other City departments regarding expanding technologies and State standards for excavation and restoration of streets, and assisted in developing and reviewing new regulations for the Pole and Conduit Commission;
- Provided legal assistance relating to sewer and storm drain reconstruction and environmental testing and analysis of Russell Field and other sites;
- Provided legal services relating to the Cambridgeport Roadway Improvement Plan;
- Provided legal services related to implementation of the Parking and Transportation Demand Management (PTDM) ordinance, the Interim Planning Overlay Permit (IPOP) ordinance, and other zoning ordinances involved in the review of land permitting for large development projects.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director and is responsible for the coordination of all financial activities of the City. The City continues to sustain its strong financial status. Highlights of the fiscal year include:

- Recognition by Moody's Investors Service for having a sound fiscal operation and awarded the Aaa investment rating. Only 32 cities nationally have

achieved this top rating and Cambridge is one of two cities in Massachusetts to receive this rating.

- Received Award for Annual Financial Reporting Achievement from the Government Finance Officers Association for the City's FY98 Comprehensive Annual Financial Report. This is the 14th year in a row the City has received this award.
- Collected 100% of real estate tax levy for FY99.
- Collected \$3,501,281.78 in principal and \$1,491,157.54 in interest on property in tax title. Overall, the outstanding balance in tax title at the end of FY99 was reduced by \$1,848,226.64 from FY98.
- Free Cash balance as of June 30, 1999 was \$30,365,562.
- Issued \$40,700,000 in General Obligation Bonds to finance the first phase of the construction of the new Water Treatment Plant.
- Began collection of parking tickets not on a non-renewal status with the registry of motor vehicles.

Revenue Division

The Revenue Division is responsible for the billing and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. On an average year, this division sends out 190,000 bills notices annually. Additionally, all other City receipts are processed through the Revenue Division.

Revenue Division employees issue bills, process receipts, issue refunds and provide information from the accounts receivable system. This system provides account information on 14,500 water/sewer accounts, 19,600 real estate accounts, 2,800 personal property accounts and 58,800 motor vehicle tax accounts. The accounts receivable system is updated nightly to ensure that the information is up-to-date for all accounts.

During FY99, the Revenue Division transferred 282 delinquent FY98 accounts to Tax Title to secure the City's interest in the tax due. The City also moved to record 37 petitions for foreclosure at the Land Court.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services and lockbox contracts, and management of the City's payroll system. This Division is also responsible for paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY99. RANs are issued when short-term borrowing is necessary in anticipation of tax revenues.

Interest earnings generated from the investment of City cash totaled \$5.035 million for FY99. This is a slight increase over FY98. The following is a breakdown of interest in various funds.

Fund Amount

| | |
|--------------------------|--------------------|
| General Fund | \$1,779,684 |
| Parking Fund | 612,405 |
| Debt Stabilization Fund | 317,372 |
| Health Claims Trust Fund | 716,083 |
| Other Trust Funds | 322,539 |
| Other Funds | 1,286,854 |
| TOTAL | \$5,034,937 |

Health Claims Trust Fund

Almost all City employees are now covered by Health Maintenance Organizations (HMO's). In prior years, the City's health plans were financed on a self insured claims cost plus administration basis. In 1985, the City established a health claims trust fund as a reserve against unexpected or unanticipated large claims or excessive claims. The fund acts as a contingency against a possible defect health insurance in future years. The City has made periodic appropriations to this fund and has drawn upon it in times when claims exceeded expectations.

As of June 30, 1998, the trust fund balance was \$12,448,876. The balance is comprised of City appropriations, interest earnings and employee contributions to insurance premiums.

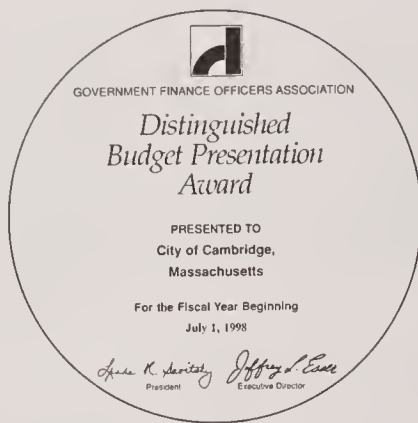
BUDGET

The Budget Department is served by a four-person staff and is charged with the responsibility of overseeing the City's entire budget process. The Budget Office continued to refine the budget format which emphasizes quantitative measurements. This shift increased the readability and data quality of the budget documents by providing more relevant and analytical information.

The preparation of the budget is a year-round process, requiring several steps before the final budget requests are placed on the City Council agenda. This process includes the City Manager's guideline message to all City departments, quarterly updates of the City's benchmark system, review of all proposed departmental budgets and goals with the City Manager, submission of the City Manager's Budget to the City Council for adoption and the completion of the City's official annual operating and capital budgets on a timely basis.

The Budget Office works closely with all City departments to insure that all budgetary and financial guidelines are being met in accordance with the adopted policies and procedures. On a monthly basis, the Budget Office reviews the status of revenues and expenditures and provides a status report of expenditure balances and revenues received year-to-date by all City departments.

During this past year, the department successfully completed the FY99 Operating and Capital budgets of \$287,122,445; coordinated the preparation of the bond disclosure statement and other related materials for the 1999 bond sale; prepared and published the FY98 City's Annual Report; played a significant role in the preparation of the FY98 City's Comprehensive Annual Financial Report; provided assistance to the independent auditor in the preparation of audited financial statements; and coordinated the City's FY99 Financial Statements.



The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 1998.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan and as a communication medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY99 City Budget.

The Budget Office takes pride in accepting for the 13th consecutive year the Government Finance Officers Association Award (GFOA) for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1999.

PERSONNEL

The Personnel Department is responsible for coordinating City employment practices and employee development activities for civil service and non civil service employees, for negotiating and administering collective bargaining agreements with municipal employee unions, and for administering health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state, and local laws.

The Department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. We also respond to a variety of requests for information regarding statewide competitive civil service exams and for access to public records.

City employees interact with our staff regarding a variety of individual concerns. These include health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, grievances, disciplinary matters, job bids for promotion or transfer, civil service examinations and in-service training opportunities, along with a wide range of personnel actions.

Services to other City departments include the processing of recommendations for personnel actions, maintaining the central computer database for personnel/payroll, tracking benefits subscriptions as well as time off earned and used. We provide assistance in writing job descriptions, posting job vacancies and

coordinating external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

This was once again a year for both new initiatives and building on past Personnel Department endeavors as we:

- Negotiated several labor agreements for wages, benefits and working conditions through fiscal year 2000 with bargaining units that represent City employees. These contracts provide appropriate and affordable wage increases in return for productivity improvements while ensuring financial stability and predictable City personnel costs into the next decade. We continued to represent the City Manager in collective bargaining with School Department Unions, as required under Massachusetts school reform law. Began bargaining for contracts extending through fiscal year 2002.
- Participated in the selection of a new information system for Personnel and Payroll processes. Began design of Payroll and Personnel systems.
- Increased internal training programs and extended support for external development opportunities for City employees. Areas of focus have been general skills development, management development, health and safety, and diversity training programs. All are geared toward ensuring that members of our workforce have opportunities to learn new skills as well as to prepare for promotional opportunities.
- This year, we were able to provide diversity training for City employees working 20 or more hour's week. Over 80 percent of employees were able to attend this training; more than 60 sessions were held. The Personnel department participated in the program review and evaluation as well as managing the scheduling and logistics of all sessions. Additionally, we contracted for management training on hiring a diverse workforce. Personnel staff participated in other diversity efforts including: Subcommittee on Recruiting, Hiring, Promoting, and Retaining a Diverse Workforce, Organization Development Subcommittee, and Employees' Committee on Diversity.
- Undertook recruitment campaigns to fill department head and key management vacancies, including for positions of the Assistant City Manager for Community Development, the Executive Director of the Human Rights Commission, and the Purchasing Agent.
- Continued outreach to Cambridge community groups and agencies in order to get the word out to residents regarding employment opportunities in City government.
- Continued to provide support and assistance to the Cambridge Employees' Committee on Diversity; actively participated on Affirmative Action Advisory Committee; provided extensive support to the Diversity Task Group and for a variety of diversity initiatives within the City.
- Implemented and monitored use of flex time policy, ensuring that City business operations were kept

available to citizens and the public while providing more flexible scheduling for employees.

PURCHASING

The Purchasing Department is responsible for the implementation and administration of the City's centralized procurement processes. It also oversees the City's print shop and disposes of surplus City property by either transferring it to City Departments or selling it to the highest bidder.

The Purchasing Office assists departments in developing clear, nonproprietary specifications to encourage participation in City bids and to ensure that qualified bidders are awarded contracts. Bid announcements are listed on the City's Internet home page, affording more vendors the opportunity to learn about City bids and participate in City procurements. Copies of selected bids are sent to "Bidnet", a bid distribution service that directs bids to appropriate vendors all over the country, at no charge to the City.

Status information on quotes, formal bids and construction bids are available to all City staff through the VAX. The department promotes the use of Commonwealth of Massachusetts contracts where appropriate, which eliminates the need for the City to solicit its own bids for the goods or services. The Assistant Purchasing Agent participated in the State's photocopier, office supplies and personal computer related items procurement process.

The Purchasing Office administers and participates in the selection of designers, engineers and architects through the Designer Selection Process (an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews).

Many internal policies have been streamlined to ensure a faster turnaround time for processing confirming orders.

The Purchasing Office is the repository for certified payrolls for construction projects. Certified payrolls, which are public documents, are required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage. Individuals or groups, such as labor unions, request copies of certified payrolls and are charged an hourly rate for search time and a per page copying cost.

The Purchasing Office is also the repository for Cambridge Responsible Employer Plan certificates. This plan applies to City building projects over \$100,000. General contractors and sub-contractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs. The department is currently ensuring the implementation of the Living Wage Ordinance by including the ordinance in formal bids and Requests for Proposed valued over \$10,000.

The Purchasing Department, with the help of the Director of Recycling, implemented a recycled/non-recycled paper tracking system that won the Commonwealth's 1998 Buy Recycled Award for the best municipal program. A recycled/nonrecycled plastic tracking system was also implemented.

The Assistant Purchasing Agent received certification as a Massachusetts Certified Public Procurement Official. The Purchasing Agent attended two specialized public purchasing programs sponsored by the Massachusetts Office of the Inspector General which

qualifies her for certification as a Massachusetts Certified Public Procurement Official.

ASSESSING

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property, maintaining accurate ownership and property information. The Assessing Department also administers the motor vehicle excise tax.

Every three years, property assessments in Massachusetts must be reviewed and certified by the State Department of Revenue. In order to meet certification standards, communities must re-assess all taxable property. FY99 was a certification year for Cambridge. New values were generated for all the City's real estate parcels and taxable personal property accounts.

For one, two and three-family houses, a statistical model was developed from analysis of sales and applied to property data to calculate fair cash values. Condominium units were valued on a building by building basis. For apartments, commercial and industrial properties, income and expense data were collected and analyzed to apply the income approach value. Capitalization rates for the income approach were extracted from property sales and mortgage/equity analysis. For the 2,979 commercial personal property accounts, data was updated from the "Form of List" returns and property inspections. Approximately 320 new personal property accounts were listed and valued.

The chart below compares FY98 and FY99 taxable value for Cambridge:

| | FY98 VALUE (000s) | FY99 VALUE (000s) |
|--|----------------------|----------------------|
| Existing Commercial & Industrial | \$2,445,526 | \$3,455,660 |
| New Commercial & Industrial | 48,997 | 105,732 |
| Total Commercial & Industrial | \$2,494,523 | \$3,561,372 |
| Existing Residential Property | \$4,656,011 | \$5,559,469 |
| New Residential Property | 104,178 | 165,793 |
| Total Residential Property | \$4,760,189 | \$5,725,262 |
| Existing Personal Property | \$ 228,565 | \$ 230,567 |
| New Personal Property | 20,426 | 25,636 |
| Total Personal Property | \$ 248,991 | \$ 256,203 |
| Total Taxable Property | \$7,503,703 | \$9,542,837 |

AUDITING

The Auditor's Office serves as the "watchdog" for City spending, making sure that all spending is conducted according to State and Federal laws; expenses are accounted for and well documented; and that spending falls within the budgets and policies set by the City Council and the City Manager. The Auditor also assists in the preparation of the City's financial statements. In addition, the Office is charged with conducting independent analyses of the effectiveness of various City operations and programs. Finally, the Auditor serves as the City's representative on the Retirement Board.

During FY99, as a result of a more aggressive monitoring of the City's cash and other accounts, we significantly reduced the time it took to close the City's books. Usually done by the end of September, that time was cut in half, with the books closed by mid-August. We expect to be able to improve on this performance next year.

Development of the City's new Financial Information System began this year. Although the first package to be implemented was Payroll/Human Resources, considerable work on the new chart of accounts was needed to make implementation of those packages effective. The Manager of Financial Reporting and Control is co-managing the implementation of the financial package for the City.

Once again we succeeded in earning the Certificate of Achievement for Excellence in Financial Reporting, awarded by the Government Finance Officer's Association.

MANAGEMENT INFORMATION SYSTEMS

In FY99, the MIS Department made a significant advancement in planning the future technology for the City of Cambridge. Plans were finalized for the migration of existing legacy applications from a VAX to an Alpha. The VAX has been in place for over 10 years. This migration will save the city over \$80,000 per year and increase application processing speed by 3x.

The MIS Technical Education Center was completed and is now available to departments for hands-on PC training. The Center houses 12 high-end workstations, adjustable lighting, white board, and a laptop/VCR/cable projector.

The MIS Department held an information session in the Technical Education Center for a Japanese Government contingency that visited Cambridge. In the session, we presented our current technology and our short/long term goals. An interpreter assisted with the translation and the contingency left with some new ideas and an appreciation for our advance technological position.

In FY99, MIS held its first open house. The open house was a huge success and enabled the MIS department to illustrate its technical accomplishments.

Application Development

Following the Year 2000 work plan created in FY97, we completed 100 percent of the Year 2000 application modification requirements and have put the Y2K compatible critical systems into production.

Advanced interfaces from the legacy applications to MIS Office applications were created.

Worked on preliminary PeopleSoft data conversion requirements.

GIS

The City's Geographic Information System (GIS) User Group was formed to meet every other month. The meetings provide a friendly forum for the sharing of the latest in-house GIS news as well presentations on specific aspects of the GIS system implementation, software reports and other related technologies. The group is

comprised of staff from the Water Department, Department of Public Works, Sewer and Engineering Divisions, Community Development, Community Planning, Environmental and Transportation and Economic Development Divisions, the Assessor's Office, Revaluation and the Historic Commission.

The online map library was extended with the inclusion of the Atlas of Cambridge, the Sewer and Drain Atlas, Zip Codes map, Zoning map and Open Space map. The online maps have proved to be very popular and useful with both City of Cambridge staff and external requestors. The GIS applications created in FY99 were ArcFM/Oracle data maintenance and EZP2.

ArcFM is a GIS software that provides an extensive set of data editing tools in an easy to use Microsoft Windows based environment. Working together, ArcFM and Oracle provide a powerful environment for the maintenance and upkeep of water and sewer related digital databases. Training was provided to the staff at both the user departments.

EZParcel2 (EZP2) is a PC based application that provides a limited set of GIS functionality for the beginner to intermediate level user. The application has functionality to draw a query a number of the GIS data layers, create buffers of specified size, draw abutters based on a department's specific definition of it, create mailing labels, form letters automatically and generate some simple maps.

LAN/WAN

The City's application server was upgraded to NT 4.0, and all (8) UNIX servers were upgraded to version 4.0D with current patches to achieve Y2K compatibility.

Two new servers were purchased and configured to run new Citywide applications.

A SCO UNIX server was installed and configured to run the Assessing Department SISMA database.

Network Infrastructure

A private network was created to link Public Safety to Traffic and Parking for vehicle information.

A 100 Mb link to DPW for GIS was installed. This link improved throughput for extremely large files that GIS typically transfers.

Server connectivity was upgraded to 100 Mb in a continuing effort to keep up with the bandwidth needs that additional users create on the original legacy network.

Installed additional connections for Cemetery, PlaySpace, Danehy Park and War Memorial via ISDN lines. Now users at these locations can communicate more effectively with their management.

The School Administration, Harrington and Kennedy went live on the Gigabit switch for 100 Mb transmission. Maynard and Fletcher schools were connected via the 100 Mb.

Coordinated the installation of additional connections between City Hall and 831 Mass. Ave. for 100 Mb transmission to allow close network performance monitoring.

Created the connection to Multiservice Center for Public use of the Internet.

Created a multi LAN for Central Square Library enabling Public access to the internet, Minuteman Library Network use and the City LAN through common hardware using new Virtual LAN technology.

Technical Support

The MIS Technical Support Team not only continued to support an aggressive PC rollout schedule, but also was required to configure and support PCs involved in the implementation of two citywide critical applications, Hansen Customer Service and PeopleSoft Financials/HR.

We deployed more than 150 personal computers during the fiscal year, bringing the total on our network to approximately 630. We have completed 85 percent of upgrading all previously purchased PCs to NT.

The staff is now providing support for over 630 PCs. For a staff of (3) that breaks down to 210 PCs per staff member. A number that is significantly higher than a typical support ratio.

World Wide Web/Internet

Much of the MIS department's WWW efforts in FY99 were geared towards education.

Staff was trained in accessing and using the Web effectively, using tools to enhance City Department Web pages, and finding and sharing information on the City's Intranet server.

The Web Administrator provided support and training to 50 employees from 37 departments/divisions.

An analysis tool was installed and configured to allow monitoring of web site hits by visitors and an advanced search engine was installed to provide quick and thorough searches on the web site.

The City's Intranet was redesigned to broaden appeal and ease navigation.

General Services

Telephone

The Electrical Department is responsible for the Citywide Telecommunication System that services all departments of the City. The system consist of multiple networks to accommodate the needs of the City, which include voice telephone lines, data lines, radio loops, voice mail, call attendant and hardware and equipment associated with all networks.

FY99 Accomplishments

- Extended telephone systems of all types for many departments
- Responded to all calls for repair of existing networks and equipment
- Upgraded and improved systems as necessary

Printing

The Print Shop is responsible for providing printing, binding, collation, duplication and graphics services to all City departments. The four-person staff is responsible for printing several major City documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces numerous pamphlets, forms and booklets.

During FY99, the Print Shop completed approximately 1,300 printing requests, and printed

approximately 1,875,000 sheets of paper and 860,000 envelopes.

Election Commission

Policy and Administration

The Board of Election Commissioners is responsible for supervising federal, state, and municipal elections for the City of Cambridge; providing for voter registration; certifying nomination papers and initiative petitions; conducting the annual census; administering municipal campaign and political finance reporting for the City; and implementing Chapter 2.118 of the Cambridge Municipal Code, also known as the "Ethics Ordinance."

The Board of Commissioners, which is the policy-making body of the Commission, is comprised of two Democrats and two Republicans, appointed by the City Manager from nominees submitted by their respective parties to staggered four-year terms. Meetings are customarily held in the Election Commission office on Wednesday afternoons and are open to the public. Approximately once a month, evening meetings are scheduled to encourage public input. The monthly schedule is posted at the City Clerk's office and is published in local newspapers and on cable TV.

Office Operations

Office operations of the Commission are conducted in Room 308 of the Municipal Building at 362 Green Street by four full-time staff persons (an Executive Director, an Assistant Director, an Administrative Assistant, and one data entry person), a part-time data entry person, and three part-time clerical aides. Temporary part-time employees assist them at peak times in data entry, voter registration, signature certification, and election preparation.

Voter records are actively maintained in the Voter Registration Information System (VRIS) of the Central Voter Registry of the Commonwealth and in a cross-referenced card system in the Election office. Several thousand confirmations of new registrations are mailed out each year in conformance with statutory requirements, as are changes to voters' records when they move within the City or change names or political party.

1999 Census

In January 1999, in compliance with State Law, the Annual Street Listing form was mailed to 24,376 Cambridge households, followed eight weeks later by a second mailing to the 8,807 households that did not respond to the first mailing. Those voters who did not respond to the second request for information were sent a "confirmation notice." This informs them that their names might be entered as "inactive" on the voting list and that they might be dropped from the voter rolls, as is required by law, if they do not respond. Approximately 1,400 voters responded to this notice.

The Commission also gathered census information for approximately 14,000 additional households from owners, property managers and superintendents of apartment buildings with more than eight units, from condominium associations, from nursing homes, from boarding houses, and from university officials. All census

information collected was entered in the Massachusetts Voter Registration Information System (VRIS).

Based on information gathered from the census, the Commission sent notices to 9,341 voters who did not respond to the census or had moved out of the City that their names were being listed as "inactive." Thorough, accurate, and continual maintenance of census and voter records preserves the integrity of the voting list that is the basis for most of the Commission's activities.

As a result of a successfully completed census, the Election Commission was able to meet the statutory requirements of the State Jury Commission. We also produced the 1999 Annual Street Listing in mid-June. This book is available for sale to the general public in book form or on computer disk. The listing can also be viewed at the Election Commission office, the Cambridge Public Library, the City Council, School Committee and City Clerk's Office, as well as at other public locations throughout the City.

Voter Registration

Passage of the Massachusetts "Motor Voter Law," which took effect in 1994, ushered in new changes in voting laws which enhance voter participation and make it easier to register to vote. A new voter can register simply by filling out a mail-in voter registration form and mailing or hand-delivering it to the Election Commission. These affidavits can also be used to inform the Commission about a change of name and/or address, or to change one's party affiliation.

"Motor Voter" does not eliminate in-person registration at the Commission, but provides additional opportunities for people to register where they work, visit, or otherwise conduct business. The law also makes it possible for citizens to register through State agencies, including the Registry of Motor Vehicles.

The Commission places strong emphasis on distribution of the voter registration forms and has provided mail-in registration affidavits printed in several languages to over 100 sites including: all branches of the Cambridge Public Library, all branches of the Cambridge Post Office, firehouses, public and private schools, public health agencies including Cambridge Hospital and its neighborhood health centers, public housing locations, and City departments and agencies. Many businesses, community and non-profit organizations are also provided with the mail-in forms that are printed in several languages.

Ongoing informational sessions and training are provided to organizations interested in conducting voter registration drives or wanting to serve as mail-in voter registration sites.

Prior to each election, sidewalk voter registration sessions are scheduled on several Saturdays at locations in Central, Harvard, and Porter Squares. These sessions are held for the purpose of affording Cambridge residents yet another opportunity to register to vote. The Commission also sends registrars to special events such as the Central Square World's Fair, the Cambridge River Festival, Oktoberfest, and Family Day at Danehy Park.

In FY99, 9,708 voter registration affidavits received through the office, by mail, and from the Registry of Motor Vehicles and other State agencies, were processed. Of these affidavits, 5,496 were newly registered voters; the balance notified the Commission of changes of name, address, or party affiliation.

Ethics Ordinance

In 1991, the Cambridge City Council enacted Chapter 2.117 and Chapter 2.118 of the Cambridge Municipal Code, otherwise referred to as the "Ethics Ordinance." The Cambridge Election Commission was given responsibility for administration and enforcement, beginning with the implementation of the ordinance in 1993. The Ethics Ordinance sets a minimum standard of ethical conduct for municipal officials and candidates.

The Ordinance requires municipal candidates for City Council, School Committee and certain municipal officials designated by the City Manager, to file a Statement of Financial Interests (SFI) with the Cambridge Election Commission each year by June 1 for the preceding calendar year. Any individual may inspect and copy the forms, which are public record and must be maintained for six years after filing. Failure to comply with the Ordinance may result in a fine of up to \$300.00 a day and is reported to the offices of the City Solicitor, the Attorney General, and the Middlesex District Attorney.

In FY99, up to 173 municipal officials, including elected officials, City employees, and members of Boards and Commissions were required to file SFI's. The Board of Commissioners reviewed statements for compliance with the Ordinance. Those who failed to file by the deadline or submitted incomplete statements were notified and given further opportunity to file before penalties were imposed.

1998 State Primary Election

The 1998 State Primary Election was held on September 15 utilizing the optical scanning system used in the 1996 and 1997 elections.

Ballot for the three political parties included candidates to be elected to 12 offices in eight different districts. In the Democratic primary, 20,556 votes were cast; in the Republican primary, 1,086 votes were cast; and in the Reform Party primary, which listed no candidates on the ballot, 37 write-in votes were cast. Approximately 21,679 Cambridge voters turned out to vote. There was an unusually large primary election turnout in all precincts, particularly those comprising the 27th and 28th Middlesex State Representative Districts.

Within minutes of the closing of the polls at 8 p.m., precinct election results were posted at all polling locations. Ballot tabulation for the entire City was then conducted in the ballroom of the Senior Center at 806 Massachusetts Avenue in Central Square with election results transmitted by modem from many polling locations. Fifty percent of the results were available shortly after 9 p.m., over seventy percent by 9:30 p.m., with final results published around 11 p.m. Election results were shown on Channel One, the municipal cable channel, as they were produced by the tabulation process.

1998 State General Election

The State General Election was held on Tuesday, November 3, 1998 to elect candidates to the following offices: Governor; Lieutenant Governor; Attorney General; Secretary of the Commonwealth; Treasurer; Auditor; Representative in Congress; Governor's Councilors in the Third District and in the Sixth District; Senators in General Court for the Middlesex and Suffolk District, the Middlesex, Suffolk, and Essex District, the Suffolk and Middlesex District, and the Fourth Middlesex District; Representatives in General Court for the 8th Suffolk

District, the 27th, 28th, and 29th Middlesex Districts; District Attorney; and Sheriff.

Emergency regulations were passed just prior to the November election prohibiting electioneering of any kind by any person within 150 feet of the polls. All candidates and political committees were informed of this major change before Election Day and there were no reported violations.

A total of 27,564 voters cast their ballots in this election. Timely election results were modemed in from the polls to the tabulation center on election night.

Arts Council

For several years, Cambridge Arts Council (CAC) has emphasized interactivity in its programs as a way to enhance a person's experience of the arts. This year, CAC took the idea of interactivity a step further by developing formal education programs and workshops. Through the new public art education initiative, CAC provides targeted learning materials about the City's collection for audiences ranging from school children to seniors. Through Gallery 57's community outreach program, artists collaborate with community groups on specific projects. The common thread in all of CAC's recent programming can be characterized as an extended reach into the community with a strategic focus on identifying relevant community interest.



"Thunder Bay Ensemble" instructing children at a Hoyt Field "Summer in the City" concert in rhythm and dance indigenous to Bali.

EDUCATION AND OUTREACH

After two decades of commissioning public art, the City of Cambridge has an eclectic collection of over 100 artworks sited throughout its 13 neighborhoods. Education and outreach about the city's collection has emerged as a central issue for the program and is an important element in its future planning. A grant from the National Endowment for the Arts enables CAC to move into its third decade of public art with a formal education and outreach program in place. Through a variety of educational projects and materials, the program will reach the broadest range of the constituency possible and promote dialogue around specific public artworks.

The program commenced with a curriculum development phase. CAC worked with the Superintendent of Cambridge Public Schools to recruit a group of Cambridge Public School teachers to participate in an intensive program to create learning materials that will integrate public art education into core curriculum areas. As funds are raised, CAC will fulfill the growing demand for public art education in the community by creating museum-quality activity guides, self-guided public art walking tours in the form of a map/brochure, and an interactive CD-ROM.

In FY99, CAC was selected as First Place winner of the national SOS! Achievement Award for its Public Art Conservation and Maintenance Program. SOS! (Save Outdoor Sculpture!) is a joint program of the national Museum of American Art, Smithsonian Institute, and the National Institute for the Conservation of Cultural Property. Having distinguished itself by establishing one of the country's first comprehensive public art conservation and maintenance programs, CAC convened a roundtable of art professionals to explore the feasibility of producing a national conference and a cross-disciplinary handbook on the conservation of contemporary public art. The goals of the conference are to facilitate understanding of preservation issues among those responsible for publicly sited contemporary art, and to generate public interest and appreciation of the steadily growing legacy of public art nationwide. The roundtable brought together representatives of the various visual art professions, including artists, conservators, public art administrators, and registrars. CAC has launched a fundraising campaign for the conference.

CAC collaborated with arts organizations, colleges, and technology centers throughout the state on the first bi-annual *CyberArts Festival*. As a part of the festival's youth committee, CAC was responsible for the creation of an interactive website for youth entitled "Faces of Tomorrow." The project, a digital quilt of self-portraits created by youth, was exhibited on enormous screens at the Computer Museum during the festival. In addition, the Arts Council created a curriculum guide that was sent to over 150 schools in Massachusetts. Students from Cambridge Rindge and Latin, North Cambridge Catholic School, and the Community Arts Center participated in the website project, and the images projected at the Computer Museum were seen by youth from as far away as Pennsylvania, New Jersey, and Canada.

CAC also commissioned a hypertext installation by Robert Coover and Robert Arellano at the Cambridge Public Library in Central Square. During the opening event, Robert Coover and Robert Arellano led the audience through multidimensional narrative strategies of electronic writing and showcased hypertext fiction and poetry.

Also in conjunction with the Cyberarts Festival, Gallery 57 presented German contemporary artist Ingo Gunther's site-specific installation, *Refugee Republic*. The exhibit was co-sponsored by the Goethe-Institut Boston. CAC produced a 32-page catalogue to accompany the exhibit along with a panel discussion on refugees and communication technology featuring Oscar Chacon, Executive Director, Centro Presente; Richard Mollica, Director, Harvard Program in Refugee Trauma; Mark Frohardt, Internews Director of Africa Programs; and Judith Donath, Assistant Professor, MIT Media Lab. A joint presentation with the artist and Cambridge-based artist Krzysztof Wodiczko was co-presented by CAC and the Goethe-Institut at the Institut.



Mayor Francis H. Duehay with artist Ingo Gunther and Gallery Director, Sabrina Moyle, at the opening reception of *Refugee Republic*.

Gallery 57 further extended its reach into the community with three exhibitions at Wainwright Bank and Trust Company's Kendall Square branch: cut metal relief sculptures depicting images from Haitian folklore and religion by Fontenel Pointjour; Judith Larsen's fluid, abstract paintings depicting ghostly patterns reminiscent of reflections on moving water; and photographs of families who live in and off of the dumps of Tijuana, Mexico, by photographer Jack Lueders-Booth. The series, juried by Wainwright Bank staff, received 44 applications.

In addition, Gallery 57 initiated its *Artists in the Community*, an outreach program through which Gallery 57 artists collaboratively develop educational programs with targeted community groups. The Adelard and Valeda Lea Roy Foundation and the A.C. Ratshesky Foundation funded the program. Nathan Boyer created a series of paintings based on the memories of three volunteers from the Windsor House Adult Day Health Facility in Central Square. The paintings and stories were exhibited at City Hall and Windsor House and reproduced in *Three Lives*, a booklet that was distributed to the participants, their families, and the clients of Windsor House.



Ted Gatto and Anna Gardner, participants in artist Nathan Boyer's "Three Lives" project.

Don Gurewitz presented a slide-illustrated talk about his recent travels to China and Tibet. Dianne Lam led an art-making workshop for the Cambridge Citywide Senior Center's art class, and hosted a reciprocal gallery visit. Helen Hawes and fellow artist Kata Hull discussed the therapeutic powers of art in conjunction with World Aids Day. Josh Meyer collaborated with King School art teacher Kelley Mowers to present a hands-on workshop in which third-graders created their own collaborative panoramic drawings. Marc Sommers led four gallery talks about contemporary Africa with 6th, 7th and 8th grade students from the King School and the Fletcher School. The gallery talks coincided with the school's curriculum unit on Africa. Melissa Meier created mixed-media sculptures, inspired by sayings from fortune cookies, with women residents of the YWCA.

As another means of heightening the awareness of the arts, CAC entered into a collaboration with the Somerville Arts Council and Gravestar, the owners of the CVS building in the Porter Square Shopping Center. CAC and the Somerville Arts Council schedule art installations and promotional displays of arts programs in the central display window facing Massachusetts Avenue. CAC commissioned a local art student to design its first window promoting Cambridge's contributions to the Cyberarts Festival.

Also, in collaboration with the Somerville Arts Council, CAC offered a free information session for artists in which State Representatives Barrios, Jehlen, Toomey and Wolf discussed health care insurance issues for the self-employed at Gallery 57.

CAC, with the Agassiz Neighborhood Council, hosted artists, schools, student groups, and organizations that present arts programming for Cambridge youth to discuss the building of the new Arts Center in the Agassiz neighborhood. The meeting brought together over 30 individuals who have since shared information and resources through a "Kidsarts" listserv maintained by CAC.

The Arts Council continued to lend support to such events as Danehy Park Family Day, the Cambridge Carnival International, Dance Month, and many arts organizations in Cambridge and beyond by providing technical assistance, performer information, and contacts. In addition, CAC staff regularly extends their expertise in conferences and workshops to assist artists and arts organizations in gaining and refining the necessary skills to sustain themselves and flourish. CAC continued to support Underground Railway Theater and Nora Theatre in their planning for a new home in Central Square; Underground Railway Theater received a CAC grant for their season premiere at its new facility in Central Square.

CAC received a grant from New England Open Studios to subsidize two staff members to work with a web designer to help CAC create a user-friendly WEB site. CAC uses its site to provide updated information about its programming to its constituents.

CAC's staff served as panel moderators in the 3rd Annual Arts and the Media Conference sponsored by the Cambridge Center for Adult Education, lending their experience and knowledge of inter-organizational collaboration and public art, respectively, to artists and arts professionals throughout Greater Boston. Staff members continue to participate on grant review panels and attend conferences to share and expand their knowledge of the arts.

21st CAMBRIDGE RIVER FESTIVAL

The 21st annual Cambridge River Festival (CRF), *River of Dreams*, saw a brilliant sunny day audience grow to 110,000. The event was marked by music programming changes with stages dedicated specifically to Jazz and Folk/Poetry. Both new stages enjoyed an eclectic mix of performers, both musically and culturally, and were wildly popular. The Folk Tent was also located near the Giant Magnetic Poetry Wall, back by popular demand from the National Poetry Month celebration earlier in the year, where festival-goers could make their own poetic creations. Stone Soup poets, a 25-year Cambridge poetry institution, and read poetry in the tent. The producer continued the emphasis on interactive projects by doubling the size of art-making area for children with projects sponsored by the Cambridge Performance Project, Longfellow National Historic Site, and Children's Resource Center. Musician Michael Joly guided children through the creation of "dream flutes" made with Charles River reeds and area muralist Jennifer Rydwansky painted a "River of Dreams" mural with the assistance of many. Artist Nita Sturiale was in the Interactive Arts Tent with "Thoughtflow," an Internet project using creative visualization with images of the river.



Children's interactive art at the 21st CRF.

GALLERY 57

For its 1998-99 season, Gallery 57 received 58 applications, which were judged by an independent jury of arts professionals. Gallery 57 exhibited Nathan Boyer's eerie, dramatic paintings of childhood dreams and ancient myths; Don Gurewitz's luminous color photographs from Vietnam, China, and India; Dianne Lam's ephemeral wall reliefs, made with richly textured materials such as cloth, sand, metal, screen, and glaze; Helen Hawes' kinetic, mixed-media drawings evolving out of the artists' unconscious; Joshua Meyer's expansive, modular panoramas; photographs of the everyday lives of young Africans and of Rwandan lives after the 1994 genocide by Marc Sommers; and Melissa Meier's sculptures and mixed media assemblages which employ the nostalgia of found photographs and ornate, antique objects to explore personal experiences.

SUMMER IN THE CITY

CAC again received support from the Mayor's Office and the Cambridge Community Foundation for its free performance series in Cambridge Parks, Summer in the City. Over 2,500 families and children attended the fun-filled magic shows, sing-alongs, and storytelling sessions. An educational component was added utilizing "take away" projects created by the participating artists which expanded upon their park presentations.



Joanne Hamill accompanies children at the Glacken Field Summer in the City concert.

ARTS GRANTS

Annually, the CAC re-grants funds awarded by the Massachusetts Cultural Council (MCC) for arts programs that benefit the Cambridge community. Through a competitive application process, CAC raised an additional \$15,000 from the MCC. The funds were matched with \$15,000 from the City, bringing the total investment in Cambridge cultural programs to \$68,069.

Twenty-five projects in the disciplines of Literature, Dance, Theater, Music, Visual Arts, and Film/Video received a total of \$65,485. An additional \$2,584 was awarded as PASS Grants, which provided youth from the Cambridge Public Schools and community groups reduced admission to MCC-approved performances by groups such as Alvin Ailey Dance Theater and the Boston Lyric Opera.

FY99 projects were awarded in two categories: Creating and Presenting, and Education and Access. Creating and Presenting grants were awarded to support the development and presentation of new work by artists for Cambridge audiences, including:

- New Words Bookstore's Fall Reading Series featuring authors reading from books of importance to women at the bookstore and at the Cambridge Public Libraries.
- The completion of writer Julia Thacker's novel, The Funeral of the May Who Isn't Dead Yet, and a reading at the Collins Branch Library.
- A family concert by Taproot, a North Cambridge-based folk quartet, at the O'Neill Branch Library.
- A flute concerto, written by a local composer and performed by Cambridge Symphony Orchestra.

- Visible Voices, a community-based public art project by sculptor Ted Clausen to commemorate lesbian and gay history in Cambridge.
- Dance Complex's Dance Month celebration.

Education and Access grants supported projects that promote arts education and increase participation among populations with limited access to the arts, including:



Francesca, Grace, and Sam and their painted storytelling chairs created with artist Laurie Beth Mangili at the Collins Branch Library.

- Painted storytelling chairs and tables illustrating children's books by students from Haggerty School with artist Laurie Beth Mangili.
- Cambridge School Volunteer's intergenerational literacy program and exhibition with second grade students and guest storyteller Betty Lehrman.
- Brazilian Culture Center of New England's performances and workshops in Brazilian art in the Harrington, Fletcher, Kennedy and Cambridge Rindge and Latin schools.
- Photography workshops for individuals with cerebral palsy with local photographer Courtney Bent, culminating in an exhibition at the Cambridge Multicultural Arts Center.
- A mural depicting the life and legacy of Martin Luther King at the King and King Open Schools guided by artist David Fichter.
- A ceramic mosaic created by elders and disabled adults at the Windsor House Adult Day Health Program.

Projects were reviewed by a diverse group of 15 Cambridge arts and community professionals. To ensure project completion, all funded applicants were awarded at least 75 percent of their request.

PUBLIC ART

June marked the 20th Anniversary of CAC's public art program. CAC raised funds from the LEF Foundation and the Massachusetts Cultural Council to commission

seven artists to create temporary art at the 22nd Cambridge River Festival in recognition of this anniversary. To this "get the word out" about the anniversary and public art resources such as the expanded public art portion of CAC's web site, staff produced a 20th Anniversary post card that incorporates the Arts Council's web site address and encourages artists to update their materials in the slide registry for future commissions.

Community members, staff and friends of the *Area 4 Youth Center* participated in the selection of artist John Tagiuri to create art for the Center. In discussion before the selection, the group identified primary sites for art, which included the Center's back patio and gray concrete interior walls. The artist worked with a newly founded Youth Council to further research potential routes for the project. A group of teens also gained hands-on experience by helping the artist build a mold for cast cement "lazy chairs" and stepped seating for the Center's back patio. A separate group is working with the artist to create two photomurals for the inside of the center, gaining photography training in the process.



Artist John Tagiuri with youth at Area 4 Youth Center: (L-R) Artist John Tagiuri, Nashunaca Thompson and Vladimer Pierre.

Artist Tomie Arai completed a mural for the Morse School that celebrates the school's rich culture through historical and natural elements culled from the neighborhood. Near the horizon, she introduced the old Morse School and other buildings of historic Cambridgeport. The cultural diversity of the students is suggested through the bio-diversity of the nearby Charles River and a band of traditional designs from different countries. A large central image of the Tree-of-Knowledge represents the school's innovative Core knowledge Curriculum. In the first of three workshops, Ms. Arai described the silkscreen process she used to create the mural. Following her demonstration, the students were invited to learn silk-screening. In addition, the artist participated in a school-wide technology project, where kindergarten and first graders asked her specific questions about her mural during a videotaped discussion. Ms. Arai's fall workshop will conclude her work at the school.



Artist Tomie Arai with Morse School students learning silkscreen process used in the artist's mural.

CAC worked with the Morse School Council and the School Department on a Grand Opening ceremony for the school. The artist was present at the dedication in February, where 12 elementary school students dressed in native costumes mirroring the diversity portrayed in the mural unveiled the mural.

Outreach and community involvement is being emphasized in a multi-faceted collaborative project of the CAC and the Women's Commission to celebrate the lives and achievements of Cambridge women. The project began with research carried out by community interns. The research will develop into an archive of historical materials about the contributions of local women and women's organizations to local, national and international affairs. Utilizing a variety of resources, such as oral histories and memorabilia of residents, the archive is intended to be a resource for an artist who will be selected for the mural project. It can be used as educational materials on a web site on women's issues containing in-depth information and links to related sites. The art may be a permanent installation or a mural at the new Main Library.

Another collaborative public art project in the planning stage is the creation of an artwork about the urban environment entitled "The City Trees Millennium Project." Cambridge artist Prilla Smith Brackett and multigenerational group from Area 4 will study neighborhood trees, use oral history to discover how trees have affected their parents' and grandparents' lives, and then build on this to create a large, modular quilt of paintings. The project will start with workshops for youths and seniors in the fall, and culminate in an installation in a City park on Arbor Day, 2000.

After a series of meetings between artist Mags Harries and a group of Fresh Pond neighbors to explore how their common interests could best be realized, the artist is developing a multifaceted project concentrated at the new water facility. Intended to make the water treatment process comprehensible and engaging, the project will consist of several components that work together and reinforce each other: 1) a map of the water distribution throughout the city, 2) artistic design of 12 gatebox covers to be placed in all the city's neighborhoods, 3) a monumental water column inside the treatment plant, serving as an analogy to the gravity feeding of the system, and 4) an outside drinking fountain

to provide an interesting stop and water event along the path.

Two Cambridge artists were selected to create public art for the renovation of the Longfellow School playground and Corporal Burns Park. Ellen Driscoll involved students in the design of school banners to be displayed from a flagpole in front of the Longfellow School.



Artist Ellen Driscoll with student from the Longfellow School working on banner designs for the school.

For Corporal Burns Park, William Reimann is creating images of indigenous birds and vegetation that he will sandblast into granite bollards and pavers at the park entrance.

Conservation and Maintenance

As part of the conservation plan, the CAC commissioned the restoration of "Never Green Tree," a mobile sculpture by William Wainwright in Canal Park in East Cambridge. Consisting of a steel "trunk" and "branches" with hundreds of aluminum "leaves" - designed to move gently in even a mild breeze and to catch the sun and deflect it into prismatic light - the sculpture had suffered from the natural elements that it was created to celebrate. The heat and the cold had cracked the mylar and faded the paint. The artist collaborated with professional conservators to restore the "Never Green Tree" to its original beauty. In other conservation efforts, murals in the King and Graham & Parks schools were restored by the artists who created them.

The maintenance program continues with ongoing care and annual reassessment of the whole collection. With the bulk of the collection having been stabilized through extensive repairs, the Public Art Commission has started discussion of potential restructuring of the program to streamline routine maintenance procedures and allow for more community involvement in the maintenance of select artworks.

An *Art Gift and Donations Policy* was developed for the City in cooperation with the Historical Commission and the City Council's Public Service Committee and approved by the City Council on May 17, 1999. To ensure that proposed donations meet established criteria for inclusion in the City's public art collection, the policy provides formal procedures for review of the art by the Public Art Commission. The Commission may refer the

review to ad hoc art juries, consisting of art professionals, and may also establish community art committees to advise on the appropriateness of an artwork in a particular place.

CAC expanded its annual program *ArtPlan* into a brochure describing the many aspects of public art and highlighting how community members and artists can get involved in the program. The brochure updates the community about current projects; documents recently completed projects; provides information about upcoming projects; and details the City's process for choosing artists and incorporating works of art into capital improvements.

Animal Commission

The Cambridge Animal Commission was first established by an ordinance in June of 1979. The Animal Commission provides and facilitates programs concerning animal control and welfare in the City of Cambridge.

The Animal Commission maintains and promotes Cambridge as a safe environment for people, pets and other animals. We work to accomplish this through an educational and enforcement approach. The Department utilizes its resources to encourage responsible pet ownership and to also manage the diverse population of wildlife that co-exists within the City of Cambridge.

Administration

- During FY99, the Animal Commission licensed over 1720 dogs.
- Cambridge Animal Control Officers, serving a dual role as Animal Inspectors, issued over 150 animal quarantines, which resulted in over 400 in-house checks.
- The Animal Commission continues to submit informational articles to the local newspapers advising residents about the responsibilities of pet ownership (leash laws, scoop laws, hot cars, etc.) and the protection against the spread of rabies.
- Continued to maintain an Emergency Medical Relief Fund to provide care for stray animals that need medical treatment but require more than the budget constraints allow.
- Animal Control Officers have attended workshops and seminars involving Illegal Dog Fighting, Conflict Resolution, Diversity, Organizational Development, and Management Information Systems.

Education

- Presented a Pet Awareness program at the Longfellow School with the after school program.
- Participated in a "License Day" at the Fresh Pond Reservoir.

Enforcement

- During FY99, there were 385 citations issued for violations of the Animal Control Ordinance.
- Within FY99, over 125 stray dogs were picked up

- 80% returned to owner
- 16% Adopted

Animal Control Officers responded to over 3600 calls concerning cruelty to animals, barking dogs, loose dogs, dog waste, injured animals, wildlife related problems and feral/stray cat problems.

Services

- Provided two low cost rabies vaccination clinics for dogs and cats - 200 animals were vaccinated.
- Cambridge Animal Control continues to increase its distribution of low cost spay/neuter certificates for the Friends of Animals organization.
- Continued assistance to residents with domestic pet behavior problems, and nuisance wildlife exclusion.

Fire

The Cambridge Fire Department is comprised of two (2) Fire Suppression Divisions and several Staff or Support Divisions. Each Fire Division consists of one Deputy Fire (Division) Chief, four engine companies and one rescue section. Fire suppression companies are responsible for multiple complex tasks. Fire prevention and extinguishment were the original reasons for a fire department.

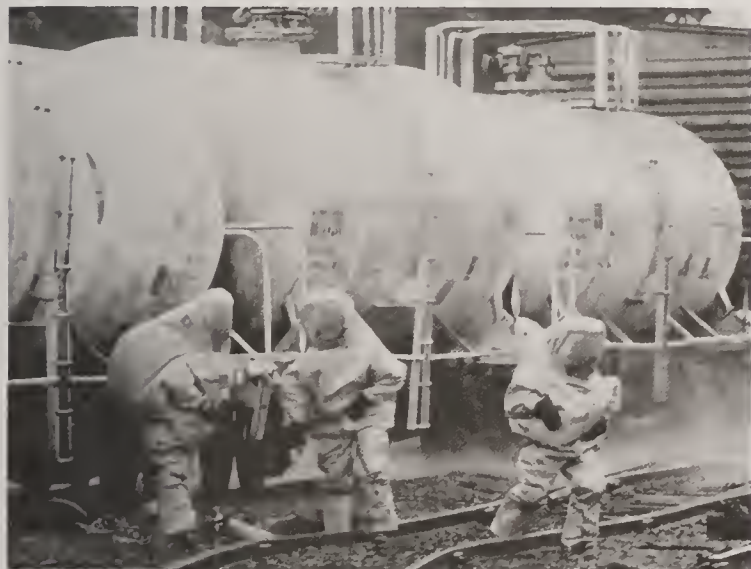
Cambridge is the sixth most densely populated City in the country. Density of frame construction added to heavy traffic and congested parking, pose great problems for a fire department. Confining and extinguishing a fire in the building of origin without injury or loss of life is our most important goal. The Cambridge Fire Department is dedicated to the accomplishment of this goal.

The Department provides a high level of Emergency Medical Services. Every member of the department is trained as a first responder and is certified in the use of the semi-automatic external defibrillator (SAED). Approximately 67 percent of the members of the department are registered Emergency Medical Technicians. Ten Companies are now equipped with the Semi-Automatic External Defibrillators. In addition, a new 1250 GPM pumper was ordered and will be placed in service at Engine Company 8 at Taylor Square.

Additional tasks performed by members of the Fire Companies, among others are confined space rescue, annual testing of fire hose, annual service tests of pumpers, annual hydrant inspections and flow tests, clearing of snow and ice around hydrant, training sessions for all members, inspections of smoke detectors, restoration of fire detection and wet pipe sprinkler systems after activation. The Fire Department also performs mandated state inspections of special properties such as hospitals, nursing facilities, schools, day care centers and hotels and motels.

During FY99 the Fire Department responded to numerous emergency situations. On Friday, July 31, at 9:08 a.m. in the railroad yards at the end of Water Street off Monsgr O'Brien Highway, a railroad tank car containing approximately 20,000 gallons of hydrochloric acid developed a leak in the lower portion of the rail vehicle. The weather that day was rainy, humid changing to sunny and warm at 75 degrees. The leaking acid in these conditions created a large vapor cloud which threatened the health and safety of both the City of

Cambridge and City of Somerville residents as it headed in a northerly direction. The duration of this hazardous material incident exceeded 22 hours from start to finish. It required over 50 firefighters, numerous specialized pieces of equipment, and the cooperation of numerous agencies such as the Cambridge Police Department, the Public Works Department, the State Police, the Coast Guard, the Environmental Protection Agency, and the Mass. Emergency Management Assn. (MEMA) to name a few.



Members of the Cambridge Fire Department Hazardous Material Team shown in fully Encapsulated Level A Suits, working with specialized patching equipment to stop the flow of the deadly acid.



Firefighters are decontaminated after working to seal the leak on the tank car.

On March 23, 1999, at 12:01p.m., a fire began in a back room of the 3rd floor of a Magazine Street home and extended out to adjacent rooms and the attic area. The fire took over an hour to control. Being large, sprawling turn-of-the-century type home, and due to the type of structure, and its age, it had concealed spaces in ceilings and walls which enabled the fire to spread quickly. The vigorous interior attack required crews to remove numerous sections of ceilings and walls to insure that all remaining pockets of fire were discovered and extinguished.



A 2nd alarm, March 23, 1999 on Magazine Street, shown here are firefighters searching 2nd floor while interior teams attack the fire from inside.

Overview

The purpose and mission of the Staff Division is to support the suppression personnel in the performance of their mission. The Staff Division is the umbrella for the following divisions.

The Fire Prevention Division again reports a great increase in construction plan reviews. This includes new buildings under construction and existing buildings being renovated. A Fire Prevention Officer also participates in inspections conducted by the City Manager's Task Force of Licensed Occupancies. This Division supervises fire companies conducting State mandated fire inspections of schools, hospitals, day care facilities nursing homes and theaters.

The SARA Office is responsible for the safe use and storage of hazardous materials. This Office is responsible for formation and operation of the Local Emergency Planning Committee (LEPC). This is an extremely active and effective LEPC which is certified by the State and is one of only two so recognized in 350 municipalities. The SARA Office conducts hazardous material awareness training for various City departments and local hospitals. Fire Safety Training Sessions are presented by SARA in the elementary schools and in elderly housing facilities.

The Training Division provides training in a multitude of subjects, which prepares firefighters to effectively and safely perform their duties. Mandatory refresher training is provided in the following areas:

- Annual C.P.R. Certification
- Quarterly Semi Auto Defibrillator Certification
- Every Three Years First Responder EMS Training

Training Division's goal is to allow the Department to field the best trained Firefighter possible. The office provides training in a multitude of subjects. This Training prepares firefighters to effectively perform their duties in a safe fashion.

Other duties of the Training Division include supervising the vaccination of members against Hepatitis B, and research and development. The Training Officer working under the incident command system is assigned as Staging and Safety Officer at major incidents. The Safety Division is also coordinated by members of the Training

Division, operating under the guidelines of the Incident Command System.

The Technical Services Division is responsible for the purchasing, finance, budget and maintenance of the departmental assets. The Fire Department assets include eight Fire Houses, all the apparatus and rolling stock, as well as hundreds of various pieces of specialized equipment that are required to operate an urban fire department.

Technical Services is also responsible for the upkeep of the eight Fire Houses. Six of the Houses are a century old. Although these are sturdy structures, their historic status presents unique problems when repairs are required.

Three mechanics are assigned to the motor squad unit which is under the command of Technical Services. This unit performs high quality repair and rehabilitation of fire apparatus in a cost effective and timely fashion. Project management, maintenance and engineering of the citywide 800 MHz radio system is also assigned to this Division. Further, this Division has the responsibility for providing specifications for, and maintenance of, all communication equipment used by all City Departments.

The Fire Investigation Unit (FIU) responds to all major fires and may be dispatched to other incidents by the Incident Commander. FIU completed 134 cause and origin investigations during FY99. Since the organization of the unit in 1979 there has been a substantial decrease in incendiary fires. The Chief Inspector (FIU) reports directly to the Fire Chief.



A construction worker was injured on scaffolding 80 feet above ground, while working on a building under construction on Broadway, 8th floor, and had to be removed by Ladder Company 2, an Aerial Tower Unit, to waiting rescue workers below.

Superfund Amendment Reauthorization Act (SARA)

The SARA Office is responsible for the SARA Title I safety and health as prescribed by the federal government, for the LEPC, City Manager's HazMat Task Force, HazMat and investigative unit, public education and public relations. The accomplishments for the SARA office are as follows:

- Conducted 16 fire department hazardous materials incident investigations of which five were chemical laboratory related.
- Conducted six biotech and chemical laboratory risk assessment surveys and education sessions.
- Continued to implement the biotech information exchange survey through the BioTech Committee of the Local Emergency Planning Committee (LEPC). Its purpose is to identify all biotech firms that are located in the city and to exchange information regarding current research and emergency planning processes.
- Completed training of Mass. Dept. of Public Health Officials in Hazardous Materials response. Recently under guidelines from the Center for Disease Control in Atlanta, the Mass. Public Health Laboratories have been given the responsibility of responding to biotech terrorism for the purpose of testing biological agents for the local responders in the US. The Mass. Public Health Commission is working closely with us to develop standard operation guidelines for these events.
- Consulted, Commission supervised and approved 4 safety plans submitted to the Department of Environmental Protection (DEP) for the removal of unstable chemical and remote openings. At all sites acted as the site safety officer during these events.
- Continued to monitor the Cambridge Fire Department's Chemical Health and Safety Plan.
- Continued to file SARA Exposure forms filed by members.
- Continued to monitor the DEP 21E 310CMR 40.000 (the Massachusetts Contingency Plan) notifications.
- Conducted 16 EMS Hazardous Material Awareness annual refresher classes for the EMS.
- Conducted four quarterly LEPC meetings. New federal and state environmental laws were presented at these meetings by the appropriate federal and state agencies.
- Chosen by the EPA to represent a successful LEPC at their annual awards ceremony at the JFK Library in Boston.
- Reviewed and commented on 12 emergency contingency plans submitted by Cambridge facilities to all City agencies this year.
- Continued to consult and interact with Cambridge-based industry on hazardous materials issues covering broad-based federal and state compliance. Spoke as the representative of the LEPC at a number of regional industry-sponsored seminars.
- Continued to serve on the State Emergencies Response Commission's Local Emergency Planning Liaison Committee, currently working on LEPC certification requirements for every community.

- Selected by the Environmental Protection Agency as a representative of an LEPC to participate in their forum on ways to create a more user friendly EPA to industry.
- Continued to update the guidance document for City support agencies response to terrorism, using FEMA as source information
- Received a grant for the Student Awareness of Fire Education (SAFE) program from Massachusetts Department of Public Safety. We expanded our fire safety program this year to 14 schools. We updated training to our six instructors through the Mass. Fire Academy. The instructors were trained to deliver *The Learn Not To Burn Program*. This program is a continuation of a statewide program to educate children on fire safety particularly misuse of smoking materials as a major cause of fire.
- Presented for the 13th straight year, a comprehensive fire safety program to all 14 elementary schools. The program uses the National Fire Protection Agencies curriculum. This program continues to set down the building blocks necessary for children to practice sound fire safety in their formative years and on to adulthood.
- Conducted a Halloween open house at all fire stations. Plastic fire helmets, safety glow bags, glow lights and fire safety brochures were given to all visitors. This event was a great success and will be repeated next year.
- Attended the Charles Square Official Tree Lighting ceremonies to kick off our annual TOYS FOR TOTS program. This program is co-sponsored with the U.S. Marine Corps Reserve.
- Directed the Annual TOYS FOR TOTS program within the City and was the liaison for the State Committee to local business participants.
- Presented our Annual Fire Safety Program at all the elderly high rise buildings in the City for the 13th successive year. Again this year, we took pictures of all the participants and issued them a plastic encased Cambridge Fire Department Logo with their picture. Sparky the Fire Dog also made his appearance.
- Participated in the National Night Out Against Crime, the Area 4 Crime Task Force Drug Free Community Fair, the Annual Multi-Cultural Labor Day happening, the Central Square Worlds Fair, and The Read Across America Program celebrating the *Cat in the Hat* birthday.
- Presented eight fire safety education programs, including, fire extinguisher training, to industrial and office facilities within the City.
- Assisted in writing and reviewing 18 fire evacuation plans for residential, college, nursing and industrial facilities.
- Continued to coordinate the Fire Department's participation in Community activities.
- Continued to coordinate and train hazardous materials responders in all supporting agencies within the city.
- Completed 30 hour U.S. Dept. of Labor Occupational Safety and Health Administrations training course in April. This training was necessary for this office to administer assistance to the greater community in OSHA requirements.
- Continued to coordinate with local news outlets to bring our fire safety message to the general public.
- Coordinated the Cambridge Fire Departments' First Annual Medal Day.
- Coordinated special events with Cambridge Cable and assisted in the production of fire safety programs all year long.

Fire Prevention Bureau

- Conducted approximately 160 major plan reviews during FY99. The city continues to experience a major building boom with both new construction and existing buildings being renovated. Any changes, additions to or newly installed fire alarm or sprinkler systems are reviewed by this department for code compliance. Fire Companies in whose district construction is taking place, perform weekly inspections for familiarization, code compliance, misuse of flammables and debris accumulation.
- Monitored all sites where burning operations take place. Numerous site visits were conducted to ensure that all safety guidelines are adhered to. Any burning or welding operation performed by contractors in this city requires a permit. All burning or welding operations require a fire watch.
- Continued to serve as part of a joint task force for the License Commission. Other task force members include Inspectional Services, Police, and License Commission Personnel. All licensed establishment receive a yearly surprise visit to ensure life safety code issue and regulation compliance.
- Continued close monitoring of underground storage tanks removal.

Supervised by Fire Prevention Personnel

- Carried out State mandated inspections of schools, hospitals, nursing homes, hotels, clinics, theaters, elderly housing and day care centers.
- Continued implementing the in-service inspection program which concentrates on residential buildings, making tenants and owners aware of any potential fire hazards that may exist at their property. In addition, inspected and tested the early warning fire detection systems and answered any questions pertaining to life safety issues.
- Continued receiving complaints of fire hazards which were monitored and initially investigated by the fire suppression forces. If the local fire company is unable to resolve the problem, this office follows up.

- Performed mandatory inspections prior to the sale of any residential property, to make sure that the automatic fire detection system is in good working order.
- Issued annual permits for the storage of flammable liquids and at least one on-site visit per issued permit is conducted by the fire suppression forces to see that the storage and use are being done properly and safely.

Fire Prevention Division Inspections

| | |
|--|------------|
| Special Fire Suppression System Permits issued | 37 |
| Sprinkler System Permits Issued | 192 |
| Fire Alarm System Permits Issued | 222 |
| Welding Permits | 283 |
| Tank Installations - Above Ground | 30 |
| Tank Installations - Below Ground | 18 |
| Tank Removals | 49 |
| Christmas Tree Permits | 4 |
| Tar Kettles | 5 |
| Other Permits Issued | 22 |
| TOTAL | 862 |

Company Inspection

| | |
|-----------------------------|--------------|
| Detention Facility | 1 |
| Annual School | 4 |
| Public Schools | 119 |
| Private Schools | 44 |
| Parochial Schools | 20 |
| Day Care | 116 |
| Nursing Homes | 30 |
| Elderly Housing | 48 |
| Halfway Houses | 21 |
| Clinics | 23 |
| Hospitals | 20 |
| Hotels | 52 |
| Restaurants | 17 |
| Theaters | 40 |
| Smoke Detectors Inspections | 1,325 |
| In-Service Inspections | 115 |
| TOTAL | 1,995 |

Amount Flammable Liquid Storage Inspections

| | |
|--------------|------------|
| Engine 1 | 28 |
| Engine 2 | 11 |
| Engine 3 | 39 |
| Engine 4 | 33 |
| Engine 5 | 23 |
| Engine 6 | 28 |
| Engine 8 | 48 |
| Engine 9 | 17 |
| Ladder 1 | 28 |
| Ladder 2 | 36 |
| Ladder 3 | 70 |
| Ladder 4 | 15 |
| TOTAL | 376 |

Smoke Detector Inspections

| | |
|----------|-----|
| Engine 1 | 151 |
| Engine 2 | 50 |
| Engine 3 | 90 |
| Engine 4 | 181 |
| Engine 5 | 139 |
| Engine 6 | 101 |
| Engine 8 | 142 |

| | |
|-----------------|--------------|
| Engine 9 | 119 |
| Ladder 1 | 50 |
| Ladder 2 | 65 |
| Ladder 3 | 92 |
| Ladder 4 | 141 |
| Fire Prevention | 35 |
| TOTAL | 1,356 |

Certificates of Occupancy 250

Safety Inspections

| | |
|------------------|-----|
| Task Force | 281 |
| License Sign Off | 108 |

Safety Re-Inspections

| | |
|------------------|----|
| Task Force | 89 |
| License Sign Off | 22 |

Fire Investigation Unit

The Fire Investigation Unit completed 134 cause and origin fire investigations during the FY99. Of these, the vast majority of fires was found to have been caused by accidental means. This trend in the City of Cambridge reflects the national trend of reduced numbers of incendiary fires. The Cambridge Fire Investigation Unit is partly responsible for this trend due to its history of thorough investigation and follow-up of all fires where the incident commander has determined that the cause is incendiary or suspicious, or where the incident commander is unable to determine the cause.

To maintain this downward trend, the Cambridge Fire Investigation Unit continues to work with other municipal, state, and national fire and police agencies to ensure that each fire is researched and investigated. Modern technology, including city and state police crime lab facilities, computer access, and air sampling monitors, is available for immediate use. Incendiary fires in the City of Cambridge have historically encompassed all types of arson, including arson for profit, revenge as a means of assault, to cover another crime, and arson to become a hero.

Perpetrators or suspects in incendiary fires were processed through the criminal justice system and/or through social agencies and programs such as the Juvenile Firesetters Program. During this year, as in past years, members of the Cambridge Fire Department - Fire Investigation Unit have worked cooperatively with members of other Metro Fire Departments, the Cambridge Police Department, the Massachusetts State Police, the Massachusetts State Fire Marshal's Office, and the Federal Bureau of Alcohol, Tobacco, and Firearms. In fire investigations, as in most work in the fire service field, the front line of defense is the Firefighter in the company. The Fire Investigation Unit wishes to acknowledge the company Firefighter's crucial role in awareness, observance, preservation, documentation, and reporting of cause and origin related information.

- Members of the FIU received training at the Massachusetts Fire Fighting Academy in Stow, and received firearms training and qualification in cooperation with the Harvard University Police Department who made their modern training facility and staff available at our request.
- Members of the FIU attend monthly seminars with the MetroFire Fire Investigators Association, and belong to the New England Association of Insurance Fraud Investigators.

Technical Services Division

Technical Services Division is responsible for the purchasing and maintenance of Fire Department assets. Assets include eight Fire Houses, all the apparatus and rolling stock, as well as hundreds of various pieces of specialized equipment that are required to operate an urban fire department.

Technical Services provides project management and technical support and maintenance for the City's 800MHz trunked communications system infrastructure. This system includes numerous radio base stations and receivers located both above and below ground in the MBTA subway transit tunnels, and mall parking facilities. This computerized radio system provides two way radio communication for all the city departments. The system management and repair of over 1,000 portable and mobile radios are handled by this division. A number of firmware, and software upgrades have been performed, as well as equipment testing to assure Y2K compliance, and reliability for the new millennium.

Purchasing new fire apparatus proves challenging for the Technical Service Division. Extensive research into the design of the product is required prior to purchase. Custom apparatus are required to traverse the narrow streets of Cambridge, many of which were designed for horse drawn carriages. The new apparatus are required to meet and exceed the regulations of agencies such as the National Fire Protection Agency (NFPA), Department of Transportation (DOT) as well as other federal and state laws. The new regulations have increased the size and weight of fire apparatus nationwide. This poses a challenge for Cambridge with its narrow streets, and proves especially difficult when trying to fit this new equipment in fire houses with historic arched doors made for horse drawn apparatus.

This specialized apparatus requires regular preventative maintenance and technical expertise in troubleshooting and repairing these complex vehicles.

The Technical Services motor squad unit is responsible for handling the maintenance needs of the Fire Department. The motor squad unit handles virtually all of the departments repairs in-house, resulting in a significant budget savings. The unit can perform these functions faster, with less down time, as well as upgrading the equipment to aid in its longevity.

This year, specifications and bids were solicited for a 1250 GPM pumper to replace Engine Company 8 at the Taylor Square Fire Station located at 113 Garden Street. This new pump is being built by Pierce Manufacturing of Appleton Wisconsin with a projected delivery date of September 1999. The new pump will replace the present 1978 Pirsch apparatus presently in service as Engine 8. This 1978 Pirsch pump is the last piece of Pirsch fire apparatus left in the fleet which was predominant in Cambridge in the 40's, 50's, and 60's.

The portable radios used by the department were replaced this year with Motorola MTS-2000 800MHz Smartnet Type II radios. The new radios are smaller, lighter, and have larger faster processors to take advantage of the enhancements made to the fixed system over several years. These radios replaced the present portables which were placed in service in September of 1988. The old radios logged some impressive duty being used 24 hours a day, 365 days a year, for over 10 years of service.

Training Division

The Training Division conducted lessons in many fire service related topics over this past year. The methods of instruction included lectures, demonstrations, and practical work evolutions. Most were conducted in-house with field visits to appropriate sites around the City and to other facilities like the Massachusetts Firefighting Academy.

Mandatory refresher training was conducted on a required time table, including CPR training and semi-automatic defibrillator recertification. Annual pump testing was performed by each company under the direction of this division. Confined Space Rescue Training is another area addressed by the department that requires mandatory refresher training on a regular basis.

Several Training Bulletins were distributed to the companies garnered from various sources on a wide variety of subjects related to the operations of this department. The most important topic which was addressed numerous times involves the safety of the members operating at the scene of an emergency.



Newly acquired Engine Company 3 was hurriedly placed into service for the hydrochloric acid spill, with its turret gun in operation, which was used to disperse the vapor cloud and mitigate the danger to occupants downwind.

SUBJECT: Activity by Fire Company for FY99

| <u>Company</u> | | <u>Fire Duty</u> | <u>Medical Services</u> | <u>False Alarms</u> | <u>Mutual Aid</u> | <u>Totals</u> |
|----------------|-------------------------------------|------------------|-------------------------|---------------------|-------------------|---------------|
| Engine #1 | 491 Broadway Headquarters | 1,319 | 185 | 92 | 0 | 1,743 |
| Engine #2 | 378 Mass. Ave. Lafayette Square | 1,319 | 1,039 | 129 | 7 | 2,616 |
| Engine #3 | 173 Cambridge St. East Cambridge | 631 | 512 | 41 | 9 | 1,264 |
| Engine #4 | 2029 Mass. Ave. Porter Square | 717 | 543 | 30 | 15 | 1,376 |
| Engine #5 | 1384 Cambridge St. Inman Square | 1,002 | 486 | 104 | 49 | 1,778 |
| Engine #6 | 176 River St. | 809 | 405 | 84 | 0 | 1,404 |
| Engine #8 | 113 Garden Taylor Square | 825 | 256 | 49 | 2 | 1,222 |
| Engine #9 | 167 Lexington Ave. | 553 | 303 | 15 | 34 | 963 |
| TOTALS | | 7,175 | 3,729 | 544 | 116 | 12,366 |

Police

The 1998 crime index reported for the City of Cambridge to the Federal Bureau of Investigations Uniform Crime Reporting Program for the City of Cambridge totaled 4,449 incidents. The Part One Crime Index in 1998 registered an increase of less than one-half percent when compared to the total of 4,430 incidents reported in 1997.

Analysis reveals that, although the total crime increased by less than one percent, violent crime increased by 5.6% while property crime decreased by 0.3% in 1998 when compared to 1997 totals.

The most notable decrease came with auto theft (-17.8%) while significant increases were registered with robbery (+18.2%) and burglary (+16.6%). Most of the crimes that increased from 1997 to 1998 did not go higher than they were in 1996 and/or in previous years.

| Crime | 1995 | 1996 | 1997 | 1998 |
|---------------------|--------------|--------------|--------------|--------------|
| Murder | 3 | 1 | 2 | 0 |
| Rape | 35 | 34 | 24 | 25 |
| Robbery | 295 | 227 | 176 | 208 |
| Assault | 463 | 381 | 370 | 389 |
| Burglary | 953 | 791 | 596 | 695 |
| Larceny | 3 313 | 2 973 | 2 779 | 2 753 |
| Auto Theft | <u>558</u> | <u>544</u> | <u>483</u> | <u>387</u> |
| Index Totals | 5 620 | 4 951 | 4 430 | 4 449 |

The Crime Analysis Unit published the 1998 Annual Crime Report and Neighborhood & Business District Crime Profiles. A Neighborhood Crime Profile is comprised of statistics for the City's 13 neighborhoods as designated by the Community Development Department. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests,

ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. Similar profiles were issued for the City's business districts. Neighborhood & Business Crime Profiles are updated and issued quarterly.

In collaboration with the Emergency Communications Department, the laptop computer project was completed with the installation of laptops in all marked vehicles. These will be fully interactive laptops and allow instant access to information in various databases for all police officers. Portable laptops have been provided to detectives to accomplish the same purpose.

The Crime Analysis Unit utilizes a set of systematic, analytical processes to identify evolving or existent crime patterns in the publication of a Daily Crime Bulletin that is distributed to the command staff and throughout the department. The major objectives of the Crime Analysis Unit are to increase the number of cases cleared through arrest, provide investigative leads for detectives, and establish operational data for management decisions concerning the deployment of resources by location and activity.

\$669,467 in grant funds were solicited and approved for various programs during the fiscal year:

- \$425,000 from the Massachusetts Executive Office of Public Safety in order to continue implementing community policing initiatives citywide.
- \$209,467 from the U.S. Bureau of Justice Assistance for a series of community based sub-grant awards and technology improvements within the Department. The community partnership efforts will include alcohol/drug abuse prevention and intervention, enhancing youth safety, boys leadership and community building project, teen dating violence

intervention, domestic violence intervention, supervised child access services, community mediation efforts, and girls' self-defense training.

- \$20,000 from the Massachusetts Executive Office of Public Safety, in accordance with the violence against women acts, to improve the level of awareness within the community about domestic violence and sexual offenders.
- \$15,000 from the Massachusetts Executive Office of Public Safety to assist in the continuation of the DARE Program.

A second Commercial Vehicle Enforcement Unit was funded and initiated operation. The two units have primary responsibility for enforcing truck restrictions and enforcing commercial vehicle standards. The units were responsible for inspecting 1,152 trucks and issuing 1,410 citations for various violations.

The Domestic Violence Unit compiled and maintained a database on domestic violence incidents for tracking and analysis purposes. The Unit conducted follow-up investigations and/or victim/witness outreach in each of the 433 criminal cases handled during the fiscal year. Fifty-six percent of all reported domestic violence cases were brought forward for prosecution.

The Warrant Apprehension Unit executed and cleared 163 felony warrants for the year.

The Special Investigation Unit focused on increased vice/narcotics activity in various areas and neighborhoods:

- An investigation in Area IV resulted in the arrest of three individuals and the seizure of 396 bags of heroin, \$2,000 in cash, pagers, cell phones and a motor vehicle with an electronic "hide" for storing drugs.
- Two dealers from Boston were arrested as they delivered heroin to a Cambridge address. Seized were 195 bags of heroin, \$888 in cash and a cell phone.
- Raided a "crack house" in the Inman Square area resulting in the arrest of five individuals.
- An undercover operation in the Cambridgeport area resulted in the arrest of a dealer with 31 bags (18 grams) of cocaine.
- An arrest of an individual in Neighborhood 3 led to the house being searched and the seizing of cocaine, drug paraphernalia and cash.
- A reverse prostitution sting in the Central Square area resulted in the arrest of ten "johns".
- In three significant investigations in the Central and Harvard Square areas targeting heroin dealers, the Unit seized 1,660 bags of heroin, over \$5,500 in cash and a Lexus automobile.
- Seized 50 pounds of marijuana being delivered to a Kendall Square company for pickup.

The Community Relations Section achieved a number of accomplishments in working with the community:

- Continued the Rape Aggression Defense Program (RAD) for residents. This program teaches self-defense techniques to women. Twelve certified instructors have provided the program to over 201 women in the last year.
- Greatly enhanced the enforcement of bicycle laws by addressing all patrol personnel while working with community groups. Over 1,000 citations were issued for bicycle violations. In addition, specific locations were identified by residents as being problematic. These locations were targeted for selective enforcement activities.
- Continued to expose the concept of Crime Prevention Through Environmental Design (CPTED) to all areas of City government. A total of 12 neighborhood surveys were conducted.
- The Crime Prevention Unit continued to assist residents and businesses in ensuring the safety and security of their properties by conducting 91 residential surveys and 71 business surveys.
- Granted 24 "community block grants" which allowed for community groups to establish and/or enhance relationships with the Police Department with a goal of collaboration in problem solving.
- Provided staff, administrative and financial support for five (5) basketball leagues in partnership with the Cambridge Family YMCA for boys and girls of all ages.
- In-service training for all police officers in compliance with Massachusetts law was completed. Topics covered included use of force, firearms training, first responders course, statute and constitutional law, domestic violence, and sexual harassment in the workplace.
- The Department's Legal Advisor continued to develop updated policies and procedures on specific topics. These policies and procedures are designed to minimize civil liability for the City, enhance direction and control by the administration, and to accomplish accreditation for the Department.
- The Public Information Office assisted in a number of community efforts including the Red Cross Blood Drive, the Federation of the Blind Walk-a-thon, the North Cambridge Crime Task Force's National Night Out Against Crime, the Cambridge Rindge and Latin High School's Mentor Program and the City Links Program.

Traffic, Parking & Transportation

The primary function of the Traffic, Parking and Transportation Department is public safety. The Department has four goals: Increase the public safety of our transportation facilities; support the transportation needs of the City's residents, businesses and institutions;

enhance the Department's customer service orientation; and increase the efficiency of the operations and procedures of the Department. The Department works closely with City Departments including Public Works, Police, School, Community Development and others in reaching these goals.

PARKING CONTROL DIVISION

The Parking Control Division is responsible for all public on-street and off-street parking within the City. The goal of the Division is to provide a high turnover of metered parking in the City's business district, to provide residents with on-street parking in their neighborhoods and to enforce our curbside parking regulations.

The Parking Services is responsible for the processing, collection and adjudication of parking tickets issued by this Department and the Police Department. A computerized system has enabled staff to maximize their efforts in customer services by notifying motorists of overdue parking tickets on a timely basis. The use of the pay-by-phone system and credit card payments has resulted in customer satisfaction and increased collections. The cooperative agreement between the Registry of Motor Vehicles and the City, of not renewing a drivers license or a vehicle registration if there is an outstanding parking ticket, has resulted in the City having a collection rate of 86 percent for Massachusetts drivers receiving parking violations in Cambridge.

FY99 Accomplishments:

- Increased the percent of resident permits issued by mail from 50% to 52%. The goal for next year is 55%.
- Maintained a presence in all business and residential areas of the City through our enforcement program.
- Issued a Request for Proposals (RFP) for 550 electronic parking meters.

TRAFFIC CALMING PROGRAM

Traffic calming takes place when the physical layout of a street is redesigned in such a way that vehicle speeds are reduced. The City's Traffic Calming Program reviews locations slated for reconstruction to determine if physical changes can be made in order to reduce the speed of cars utilizing the street.

FY99 Accomplishments:

- Started construction of the traffic calming plans for Third and Columbia Streets. Rebuilt the intersection of Upland Road and Raymond Street.
- Continued meetings about pedestrian safety improvements in the Huron Village area.
- Worked on design and community input for projects on Fayerweather Street, inner Concord Avenue, Sheridan Square, Rindge Avenue at Fitzgerald School, Cedar Street and Oxford Street.

TRAFFIC CONTROL DIVISION

The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the City. It is divided into three

sections: Traffic Signal Maintenance, Traffic Engineering, and Pavement Markings/Sign Posting.

FY99 Division Accomplishments:

- Designed and installed closed loop signal systems in Central and Lechmere Square areas. This allows remote system control and monitoring of each intersection. An internal diagnostics program enhances the maintenance and troubleshooting of the system with many of the routine diagnostics executed automatically and continually. The system provides the ability to collect traffic volumes and system and local controller performance.
- Designed and installed a full traffic signal at Prospect Street and Bishop Allen Drive to improve safety at this intersection. A count down pedestrian walk/don't walk signals was installed.
- Completed the specifications for Phase II renovations of the Green-Franklin-Pearl Garage. This included waterproofing the rooftop parking surface, and repairing the leaks in the library roof. Also included are the stair treads, snow chute, a new sign and minor structural repairs. This work was bid in the spring for summer construction.
- Reviewed traffic studies for projects requiring an Interim Planning Overlay Permit (IPOP) and developed mitigation programs with Community Development Department and the Planning Board.
- Installed new highly visible florescent yellow green school and school crossing warning signs at all elementary schools.

Police Review and Advisory Board

The Cambridge Police Review and Advisory Board was established in 1984 by City Ordinance. The primary function of the Board is to hear and decide complaints of misconduct filed against Cambridge police officers, as well as complaints by departmental employees against the Police Department. The Board also reviews and makes recommendations regarding the Police Department's policies, practices and procedures.

It is the responsibility of the Police Review and Advisory Board to ensure that citizen complaints are met within a timely, thoughtful, methodical, and decisive way, and that determinations are handled through unbiased investigations. The members of the Board are committed volunteers who have demonstrated extreme flexibility, patience, and discipline in exchanges with all involved, (complainants, police officials, city administrators and the media). Although Board members are diverse in personal background and perspective, they are bound by one common objective: to serve our city with fairness, sensitivity, and integrity.

Categories of Complaints

- Excessive force
- Discourtesy
- Improper stop or detention, search and seizure, arrest

- Inadequate investigation or improper police report
- Discrimination by race, color, or national origin
- Harassment
- Improper police procedures
- Improper Traffic citation or police tow

Matters beyond the Jurisdiction of CPRAB

Complaints that fall outside the jurisdiction of the Board are directed to other City agencies. Some complaints are received by the Board merely to provide an opportunity for a person to vent frustration or state their displeasure with the conduct of a particular police officer or police department.

On occasion a caller has some difficulty coming to grips with the reality of what took place. Sometimes the caller ends these contacts abruptly. Similarly, there are occasions where the caller thanks the Board staff for listening and confirms that he or she does not wish to formally file a complaint.

Following is a summary of some of the specific accomplishments and community outreach projects of the Police Review and Advisory Board for FY99, and prospective goals for the future.

Conferences/Committees/Training

In 1994, The Board's Executive Director and seven other colleagues from different parts of the country co-founded the National Association for Civilian Oversight of Law Enforcement (NACOLE). The Executive Director attended the annual conference of NACOLE held in Indianapolis, Indiana. The Executive Director has served as a member of the Board of Directors consistently since 1995 and was voted as acting Vice President of the organization in October 1998.

The fourteenth annual conference of the International Association for Civilian Oversight of Law Enforcement (IACOLE) was held in Seattle, Washington from October 18 to 21st, 1998. The Board's Executive Director is currently Secretary and Member-at-Large of the Association's Board of Directors, and has served in other capacities since 1991. Both the Executive Director and the Chairperson of CPRAB represented the City of Cambridge at the conference, joining civilian oversight bodies from the United States, Australia, Canada, Ireland, Belgium, Portugal, South Africa, the United Kingdom, Hungary, Argentina and elsewhere.

The Board's Executive Director is former Vice-Chairperson for the Education Subcommittee and a current member of the City of Cambridge Employees' Committee on Diversity. The Diversity Committee successfully serves to recommend and implement citywide policies to provide diversity and cultural sensitivity training to all Department Heads and Senior Managers. The committee consistently strives to increase awareness of diversity and implement policies promoting and maintaining diversity in the workforce.

The Board's Chairperson has served as Co-Chair of the Community Oriented Policing (COP) Leadership Council from 1997 to present. The Council identifies and strategizes action plans to promote the implementation of community policing, and works with different neighborhoods and community organizations to reduce crime and improve quality of life issues. The Council has been instrumental in helping the Police Department achieve its third phase of community policing through the evaluation of a broad range of citizen concerns and community issues and formulating a future vision for the

direction of the police department. Council members are city officials, members of area businesses, churches, and representatives of community action groups.

Goals for Calendar Year 2000

The Board is intensifying its efforts to expand visibility through publicizing and identifying creative approaches to enhance public awareness of its role and to facilitate open lines of communication between Board and police.

The Board will also look at ways in which grievances between citizens and law enforcement officers can be resolved through mediation. The goal is to promote opportunities for conciliation by encouraging the development of an environment of trust and professionalism throughout the ranks of the Police Department, and at the same time to ensure that officers are held accountable to their superiors and to the community.

Community Outreach

- Brochures for the Cambridge Police Review and Advisory Board (CPRAB) created in four languages, was distributed at various community centers, public libraries and other City agencies.
- The Board continues to place an informational message about its function with the Cambridge Cable Television station Channel One, and with the School Department News, Channel 98. The message is in English, Haitian Creole, Portuguese, and Spanish.
- During the year, the Board's executive secretary participated in various community-based activities and City responsibilities, in particular, services sponsored and coordinated by the police department and other city agencies.
- The Board's executive secretary is a member and a Co-chair of the Leadership Council. She is also on the steering committee responsible for developing a statement of purpose and problem-solving strategies. The chairperson of the Board also is a participant member of the Committee.
- The Board's Chairperson moderated and participated in a public forum called "Blood Black & Blue," a social exploration, performance, and discussion of the issue of institutionalized racism within police forces across the country. This forum also explored the complex role of non-white police officers and their relationships to their communities and families.
- The Board's staff participated on the "Law Day" presented by the Cambridge District Court and the Justice or Just-Us! Committee, a forum and workshop dealing with institutional racism in the criminal justice system.
- The Board and staff participated in a forum "Know Your Rights" organized by the Peace Commission in collaboration with the Summer Youth Work-for-Peace Camp and the American Civil Liberties Union, with major participation from Cambridge Rindge and Latin students. The goal of the forum was to inform teens of their rights when they come into contact with the police.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, and was enacted into law by the Governor and State Legislature. By that action, the Building Department was abolished and its functions, formerly under the supervision of the Commissioner of Public Health, were merged to create the Inspectional Services Department. It is important to note, however, that the authority for the actions of these code and sanitary inspectors flows from the Commissioner of Public Health (now Chief Public Health Officer).

The Department is responsible for all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. More specifically, these responsibilities encompass the administration of the building plumbing/gas and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections and lead paint and asbestos testing and removal. In addition, a major and highly visible function of the Department is the enforcement of the City Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals.

For FY99, the Department was responsible for revenues and fees collected, from building permits to milk licenses, totaling \$4.31 million, a 16% decrease over the fees collected in FY98. Fees for building permits accounted for \$3.55 million or approximately 83% of that total. These building permit fees represent approximately \$355 million in construction in the City of Cambridge for the fiscal year. The \$4.31 million in fees contrasts to departmental expenditures of \$1.70 million or an income exceeding expenses of 150%. A significant measure of workload is the number of building permits issued. For FY99, 2572 permits were issued which was a slight increase over the 2460 issued in FY98. As the number of permits issued in FY98 was the highest in the past seven years, it is evident that the workload in the Department, as measured by number of building permits issued, continues at historically high levels.

Another indicator of increased workload was the large number of complaints received by the Department. In FY99, 1504 complaints, an average of 130 per month, in 28 different categories ranging from "general inspections" in housing to "odors" were reported. As in the previous two years, the number of complaints have not varied significantly, and it can be said with some degree of confidence that the end of rent control has not had a significant effect on reducing the number of complaints received by the Department in the area of tenant housing inspection. Inspectional Services takes satisfaction in the fact that the vast majority of complaints were resolved without resorting to legal action largely through the efforts of the assigned Inspectors. Even so, it was necessary to refer approximately 192 cases to district court (criminal division) for resolution which is down slightly from the 210 cases from the previous fiscal year. In this regard, it is significant to note that a total of 840 individual hearings were conducted on these new and existing cases in district court on complaints issued by the Inspectional Services Department. The management of this caseload through the various levels of the judicial process represents a significant workload within the Department.

The inspection of food establishments is another area of major responsibility within the Department with four sanitary inspectors assigned to this function. During

FY99, there were on average 520 food establishments permitted within the City. There were a total of 3544 visits to these establishments during the year by the inspectors for the purpose of conducting periodic inspections as required by the State Sanitary Code or for the purpose of responding to complaints.

In the area of zoning administration, the caseload is a reflection of the construction activity with an unusually heavy workload in FY99. There was a total of 235 cases filed in FY99 as compared to the 231 filed in FY98 which was the highest level recorded. Worthy of note was the minimal number of appeals from the Building Commissioner's decisions to the Board of Zoning Appeal (BZA). This past fiscal year, there was only one appeal which was sustained by the Board, compared to 12 the previous fiscal year. The BZA meets at least twice a month with an average of 10 regular and continued cases heard at each session with some sessions extending into the early morning hours. A number of appointments were made to the Board of Zoning Appeals by the City Manager this past year. Lauren Curry (Chairperson), Charles Pierce, John O'Connell, and Susan Spurlock were appointed as members. Thomas Sieniewicz is the fifth member who was appointed previously. The following associate members were also appointed; Arch Horst, Marc Truant, Rebecca Tepper, Susan Connelly, Jennifer Pinck, and Edward DeAngelo. Beginning with BZA hearings in the month of October 1999, the location of the hearing will be changed from the Ackerman Room (room 200) in City Hall to the Central Square Senior Center. This location is expected to be an improvement over the previous location.

In FY99, a Sanitary Inspector resigned to accept an appointment as a Police Officer in Medford. This position has not yet been filled. Also, during the FY00 budget process, an additional building inspector position was authorized for the purpose of conducting inspections of multi-family residences under the provisions of the State Building Code. Recruitment action to fill this position is currently in process. The Department was at the authorized staffing level of 26 full time employees for most of FY99 and was challenged throughout the year to respond to a growing workload with limited resources. The performance of the Inspectional Services Department employees from inspectors to clerical staff continues to be outstanding in all respects.

Department management continues to focus on employee morale, customer service, and efficiency improvements. Additionally, aggressive employee development and training programs were emphasized in all areas. The functions of the Inspectional Services Department are under continuous review to ensure that services are delivered in the most efficient manner possible and that the citizens of Cambridge are consistently treated as valued customers.

Significant events and accomplishments for FY99:

- ISD continued to participate actively in the Permit Streamlining Task Force under the leadership of the Deputy City Manager and the management of the Community Development Department. Noteworthy this past year was the decision to replace the current ISD VAX permit tracking and complaint system with the more comprehensive and sophisticated Hanson system which will be used by all City Departments. The conversion process has started and is expected to be completed during FY00.
- The Department coordinated with the Community Development Department and the Traffic, Parking,

and Transportation Department in the development of permitting procedures to accommodate the provisions of the new Parking and Transportation Demand Management (PTDM) Ordinance and the Interim Planning Overlay Provisions (IPOP) of the Zoning Ordinance. These Ordinances impacted the issuance of building permits and, in the case of the PTDM, a number of major building permits that had previously been issued.

- A major effort was initiated this past year to insure full compliance with the Department of Public Health regulations concerning swimming pools and day camps for children. A total of 40 day camps servicing 2360 children were inspected and licensed by the Department. This is in addition to the 33 day care centers that are inspected and licensed. A total of 29 public and semi-public pools and spas are operated under the supervision of a certified pool operator and inspected by the Department.
- During the past year, the Department established a web site containing general information and frequently asked questions. Also, improvements were made in publicizing the BZA hearing schedules using the web.
- Improvements were made in coordination with the Revaluation Office through more efficient sharing of permit.
- A number of improvements were made in the areas of employee working conditions and customer service, e.g.; design completed and funding programmed for renovation of record room to include a high density filing system and conversion of plan file storage to CD, completion of upgrades to inspector work spaces and customer reception areas, and the receipt of four additional radios which will improve response time.

License Commission

During Fiscal Year 1999, the Board of License Commissioners and staff continued to devote much of their energies to the regulation and education of our local licensees, while working to improve training and legislation crucial to successful statewide regulation.

Comprised of a civilian Chairman, the Fire Chief and a Police Department Representative, the Board is responsible for the granting and issuance of licenses, development of policy as well as enforcing rules, regulations, local ordinances and state laws that regulate and pertain to: the sale of alcoholic beverages, the operation of restaurants, innholders, lodging houses and dormitories, garages and gasoline stations, shops and sales, hackney carriages and drivers, open air parking lots, entertainment, fortune tellers, raffles and bazaars, festivals and carnivals, used car dealers, peddlers and vendors, jitneys and livery/limousine services and waste disposal companies operating within the city. In addition, our Board and field staff are charged with round-the-clock enforcement of the Cambridge Noise Ordinance.

The Board convened for 34 public hearings, at which 399 items were considered including: 219 applications for new licenses and transfers, 44 disciplinary

matters, 72 ratifications and 64 policy matters, reviews, requests and appeals.

The staffing of the Commission remains stable, with no increase or decrease in permanent positions or turnover in staff. The four person issuance staff issued over 2,500 licenses during the year; accounting for \$1,683,977 in collected licensing fees. This revenue was used to fund the complete cost of the Licensing Division's office and field operations. The balance of the revenue offset the enormous indirect public safety cost associated with licensing. The field staff conducted investigations into complaints surrounding noise, licensed premises and unlicensed premises, in addition to 300 random, unannounced Task Force Inspections with the Fire Department and Inspectional Services.

FY99 Highlights:

- A lottery was held in January to award three additional Accessible Taxicab Medallions to individuals with at least five years experience in the taxicab industry. All lottery applicants were required to meet nine strict standards in order to qualify for the lottery. The Commission established this criteria to assure transportation access to the disabled and elderly members of and visitors to our community. Two of the three medallions awarded in this lottery are operating; the third must be on the road by this fall. This will bring to seven the number of accessible taxicabs operating in Cambridge.
- We've experienced an increase in the passing rate of the Hackney Driver's exam, providing our residents and visitors with better trained taxi drivers. Prior to taking the city-administered test, each applicant attended 12 hours of instruction at the private Cambridge Taxicab School, Inc. In responding to a need to improve radio dispatch customer service first identified by the Taxicab Subcommittee, the school is preparing to expand its curriculum during this fiscal year to include taxicab-dispatching instruction.
- To further promote public transportation to our visitors, the Commission began distribution of the new "Taxi Tips" brochure, which outlines hotel flat rates to Logan Airport and reissued the City of Cambridge Flat Rate Guide, which provides directions and flat rate information for trips to other New England cities and towns as well as New York and Montreal. The brochure was designed by the Cambridge Office for Tourism and also provides information on taxicab travel to Logan while the Cambridge Taxicab School, Inc., produced the Flat Rate Guide.
- In continuing to work with other local licensing boards to establish uniform rules, regulations and procedures to be used statewide, and to create educational programs to enhance public safety in the issuance and use of liquor licenses, the staff worked with a local attorney to incorporate the Municipal Licensing Corporation as a non-profit organization. The License Commission's Executive Officer serves as president and sits on its Board of Directors. Under this organization, a server-training meeting was held for 40 cities and towns bringing together the state Alcoholic Beverages Control Commission and local licensing authorities.

- In his capacity as a member of the Municipal Licensing Corporation and at the invitation of the Massachusetts Municipal Association (MMA), our Executive Officer presented a well-attended seminar at the MMA's Annual meeting. This presentation dealt with a cross-section of issues relevant to municipal licensing. The group worked diligently on legislation that supports the out-of-state driver's license i.d. program. The Chair of the Commission spoke at the legislative hearing in support of the bill.
- The Commission launched the Being a Reasonable Server (BARS) Program in March. In concert with the Commonwealth's Office of Consumer Affairs and Business Regulation's Alcoholic Beverages Control Commission and the Cambridge Licensee Advisory Board (CLAB), the City of Cambridge became the first municipality in the Commonwealth to launch the BARS Program. An innovative program designed to curb underage drinking, this non-punitive program rewards alcohol wait-staff for checking identification of patrons before serving alcohol; helping to reinforce the positive benefits reaped by our entire society when an underage person is denied alcohol service. Discussion of how to bring this program statewide is on-going with the Governor's Office and the Alcoholic Beverages Control Commission.
- Began re-designing our department web page to provide accessible and thorough information on license/permit procedures, and also to make complaint filing easier.

CONSUMER COMMISSION

The Consumer Commission has two aspects to its structure: a citizen advisory board called the Consumer Advisory Commission and the staff function called the Consumers' Council. The Commission consists of five Cambridge citizens, the License Commission Chairperson and the Sealer of Weights and Measures. Consumer issues of interest and concern in Cambridge were discussed at monthly meetings as well as the monthly report on staff activities.

The fiscal year began with the publication of a brochure about the Cambridge Consumers' Council that was developed and designed by a law student and summer intern. The informational brochure is available from the Council office or can be found at various locations in the City.

In FY99, the Internet web page for the Consumers' Council was greatly enhanced with new information and an improved design. Pages loaded with information about the Cambridge Postal Customer Advisory Group's activities and the projects of the Massachusetts Consumers' Coalition, as well as an on-line version of *A Consumer's Pocket Guide* were added to the web site. The Council's webpage <http://www.ci.cambridge.ma.us/~Consumer/> became one of the top six most frequently visited City Department web pages.

The Consumers' Council's staff makes itself available to set up consumer rights information displays at events held at the Cambridge Senior Center and to fulfill speaking engagements at a variety of locations in Cambridge. In May, the director was invited to be a part of a workshop session at the Governor's Conference for Seniors. The director also spoke before state legislative

committees on proposed consumer legislation such as the possibility of new area codes, the elimination of item price tags in supermarkets, and stricter telemarketing rules.

Additional consumer education efforts included publishing consumer news articles for the Council on *Aging's Newslines*; the Consumer and Licensing *Consumer News*; and the Disabilities Commission's *AccessLetter*. As a member of the Massachusetts Consumers' Coalition, the Council staff participated in an all day conference about Credit Cards held at the Boston Federal Reserve Bank in October of 1998. As a result of the conference, a working task force chaired by the Consumers' Council director has been meeting regularly to develop a consumer education program focused on senior citizens and their credit card use. The Council continues to receive a grant from SCES to target their educational work towards Cambridge seniors.

In FY99, the Consumers' Council staff, with the assistance of student interns from area colleges and law schools, assisted in the handling of 297 written consumer complaints and responded with some telephone advice to a couple thousand other inquiries. Nearly \$60,000 in refunds or savings resulted for consumers in the disputes resolved with a financial outcome. Only 13 complaints needed to be referred to Small Claims Court for final resolution. Many complaints were put "on the record" to track the methods used by area businesses. Other complaints were closed with notations that no violations had occurred or that the merchant gladly responded to the suggestions of the *Consumers' Council* mediator when the communication level between the merchant and the customer had faltered.

Weights & Measures

The Department of Weights and Measures is charged with the responsibility of ensuring that equity and fairness prevail in the market place between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

It is the duty of the Department to: enforce the General Laws of Massachusetts, local ordinances and regulations relating to the accuracy of weighing and measuring devices and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested; to perform such work in accordance with state laws and regulations or municipal ordinances, and subject to review and periodic checks by representatives of the State Division of Standards; to seal all City of Cambridge scales - hospitals, health, clinics, and schools; to inspect prepackaged food and merchandise for compliance with weight, measures and count requirements and for proper labeling as to weight, measures and extended price; to investigate complaints of short weight, measure and count; to seize unsealed weighing or measuring devices or those not conforming to legal standards; to testify in court; to check transient vendors for possession of license and to inspect weighing and measuring devices used by such vendors for evidence for prior testing and approval; to give advice to merchants relative to packaging and labeling goods; and to solicit and maintain the understanding and cooperation of merchants and the general public.

This Department uses *Handbook 44* promulgated by the National Institute of Standards and Technology on specifications, tolerances and other technical requirements

in its testing procedure on weighing and measuring devices.

The following devices were tested and sealed during FY99:

| | | |
|---------------------------------------|-------------------|--------|
| Scales | over 10,000 lbs | 7 |
| Scales | 5,000 to 10,000 | 10 |
| Scales | 1,000 to 5,000 | 10 |
| Scales | 100 to 1,000 | 42 |
| Scales | less than 100 | 500 |
| Weights | Avoirdupois | 150 |
| | Metric | 215 |
| | Apothecary & Troy | 200 |
| Liquid Measuring Devices | | |
| | Gasoline pumps | 423 |
| | Vehicle tanks | 32 |
| Bottle Recycle Machines | | 30 |
| Scanners | | 215 |
| Taxi meters | | 255 |
| Inspection of pre-packaged food items | | 6,155 |
| Sealing fees | | 12,365 |

Electrical

Administration

Administration is responsible for overall management of the department, all personnel, training, policies and procedures. It is also responsible for inspections of utilities that are installed, repaired or moved within the public way, and involved with the design and installation of electrical systems associated with public buildings and outdoor recreational areas.

FY99 Achievements:

- Inspected Utility construction projects including: telephone cable installations by Bell Atlantic to improve repair service and allow for additional telephone lines used by residence and commercial establishments for the conveyance of electronic data equipment; installation of conduit systems for many other telecommunication companies operating various types of service for voice and data; and installation of overhead cable and underground connections for Com Electric, MediaOne and Bell Atlantic.
- Coordinated utility connections for various City projects, including Corporal Burns Park, Wilder Lee Tot Lot and Collins Library.
- Designed lighting for North Point roadway improvements.

Signal Maintenance

This allocation is used for personnel and equipment used to maintain the City's Fire Alarm System, connecting public and private buildings directly to fire dispatch for early acknowledgment of detection of smoke or fire within a facility, public alarms for police response in designated

recreational areas throughout the City, and maintenance of fire alarm systems for all public buildings.

FY99 Achievements:

- Installed fiber cable to continue expanding the Citywide Data Network infrastructure, to the following buildings, Central Square Library, Multi Service Center, Maynard School, Fletcher School, Area 4 Youth Center, Windsor Street Health Center, Engine 2, Graham and Parks School, Morse School, Engine 6, and Riverside Clinic Cambridgeport School.
- Tested interior fire alarm systems of each City building.
- Connected additional private buildings to the Municipal Fire Alarm System.
- Tested all Public Emergency Police Alarms.
- Responded daily to requests for disconnects and reconnection of fire alarm systems of private buildings for repair, maintenance and upgrading.

Electrical Services

This expenditure supports the personnel that are responsible for electrical installations and maintenance of all electrical systems, within public property, and includes, street lighting in various locations, lighting in parks, and outdoor recreational facilities, installation of equipment for power, lighting and heating controls in all public buildings, cabling for telephone and computer systems, and security systems for all City buildings.

FY99 Achievements:

- Installed wiring and electrical equipment associated with the renovation of Human Service Offices, Purchasing Department, and the Public Works Maintenance Division and Cemetery Offices.
- Provided electrical power and sound equipment for City Sponsored celebrations and events throughout the City, such as the River Festival, City Hall block party, Danehy Park Family Day and many others.
- Installed decorative holiday lighting at City Hall, Cambridge Common, Vellucci Park, Central Square and outside Police Headquarters. The holiday lighting consists of hundreds of miniature lights strung on existing street trees at each of the locations.
- Attended to daily requests for service from all departments.

Exterior Lighting

This allotment is for the installation, maintenance and energy used for street lighting of all public streets within the City.

FY99 Achievements:

- Designed lighting for South Mass. Ave. Project.
- Upgraded existing lighting in various locations throughout the City.

- Continued the relamping program and completed neighborhoods eight and nine. The relamping program consists of replacing the photo control, bulb and cleaning the lens and reflector of each street light.

Emergency Management

The Cambridge Emergency Management Department is the primary agency in Cambridge to plan for natural and man-made disasters and coordinate the response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters.

The Emergency Management Department prepares contingency plans for natural disasters such as floods, hurricanes, and blizzards and their consequences such as power failures or other utility failures. The department works closely with voluntary agencies such as the American Red Cross to ensure that residents affected by fires, urban flooding or other localized disasters receive the assistance they need. During FY99, updates were made to the Comprehensive Emergency Management Plan which had been completely rewritten during FY97.

The Cambridge Emergency Management Department is located in the Public Works building at 147 Hampshire Street. Being co-located with the Public Works Department enables the Emergency Management Department to make use of the many resources at Public Works. In addition, the Public Works Building functions as the emergency operating center for the city during emergencies.

Early in FY99, the department was heavily involved in working with residents who had suffered flood damage during a storm in June of 1998. The department provided outreach to affected residents, letting them know of resources available to them. One hundred twenty-nine residents received FEMA or Small Business Administration (SBA) assistance and additional residents were able to benefit from the disaster provisions of the IRS code.

In August of 1998, a serious chemical spill occurred in Cambridge. A tank car in the East Cambridge railyards, loaded with 100,000 pounds of hydrochloric acid developed a leak, producing a pool on the ground and fumes in the air. The incident required that some commercial buildings be evacuated. The Emergency Management Department worked with the police and fire departments to coordinate the response to the incident.

During FY99, the Emergency Management Department maintained and updated its Homepage on the City of Cambridge Internet server. This page has links to 23 Cambridge Emergency Management pages that were created to provide information on specific hazards and has links to several weather servers, FEMA, the New England Power Pool and the Harvard University Chemical Safety webpage. The pages were created to increase hazard awareness in Cambridge and to provide hazard specific information to the residents. Although the primary focus of the department is local emergencies, we recognize that Cambridge has an extraordinarily diverse population. For that reason, in the aftermath of several global disasters, such as Hurricane Mitch which hit Central America and

the tragic situation in Kosovo, the department provided special webpages which provided updates on these overseas events and included information for local residents as to how to obtain information on loved ones who were in the affected areas. The Uniform Resource Locator (URL) of the Emergency Management Homepage is "<http://www.ci.cambridge.ma.us/~EM>".

Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 53 facilities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five-megawatt capacity. There are also 57 laboratories licensed to perform genetic research using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals; but about 63 facilities have sufficient quantities of hazardous materials that the reporting provisions of SARA require that they report their chemical inventories.

These hazards, most of which are relatively small in scale, are remarkably diverse and present a real challenge for public managers involved with public safety planning. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. In November 1986, the federal government enacted the Superfund Amendment and Reauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such material with the City and file material safety data sheets of all material contained in the inventory.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking and Emergency Management Department, Fire Department, and Health Department. This computer system, financed in part, with Federal Emergency Management Agency funds, contains a database of the SARA inventories and material safety data sheets. This geographic database has been based upon CAMEO software developed by the National Oceanographic and Atmospheric Administration (NOAA), which locates hazards, resources and special risk populations such as schools, hospitals and day-care centers on a computer map. The Emergency Management Department uses the CAMEO system to enter the chemical inventory data received from facilities and then transfers the data to the Health and Fire departments.

During FY99, the department maintained and updated several databases that provide additional information to assist with planning and emergency response. These include: Brethericks's Reactive Chemical Hazards Database; CCINFO which is produced by the Canadian Centre for Occupational Safety and Health and includes Material Safety Data Sheets (MSDS's) on over 165,000 chemicals; and the HMIS database which is produced by the United States Navy and includes MSDS's on over 120,000 products used by the United States Department of Defense. The Fire Department, the Health Department and the director of the Cambridge environmental program have used the data included in these programs. The department's laptop computer enables the staff to bring facility inventories and some of the hazardous material databases to the scene of incidents. Plume trajectory modeling is also performed using the ALOHA algorithm contained within the CAMEO hazardous material database program. During FY99, both

the Director and Deputy Director attended a course in advanced use of ALOHA and CAMEO. The course was provided by MEMA at no cost to the city. Consequence modeling is also performed using ARCHIE, a software package provided by FEMA.

During FY99, the Cambridge Auxiliary Fire Department membership continued to be held at 22 members, the largest membership level in the past 25 years. Since 1998, all new applicants must be Cambridge residents, although current members from other cities and town, some of whom have served Cambridge for many years are allowed to remain as volunteers. The CAFD is supervised and trained by LT William Hugh, a Cambridge Fire Department Lieutenant. The CAFD operates an American-LaFrance pumper that was converted for use as a lighting plant and equipped with a new 15,000 Watt electrical generator that entered full service in the Fall of 1993. During FY99, the CAFD responded to a number of multiple alarm fires in Cambridge and nearby cities and towns. The Cambridge Auxiliary Fire Department received the donation of a used ambulance from the Fallon Ambulance Service, which was placed in full service in FY 1996-1997. It is utilized as a rehabilitation van to provide hot and cold liquids to firefighters at the scene of major fires. During FY99 a portable generator was purchased to enable the rehabilitation van to assist with emergency lighting.

The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police Department, for the Cambridge Auxiliary Police Department. The CAPD is supervised and trained by the Cambridge Police Department. The CAPD has developed the capability to respond rapidly to incidents and has a number of volunteer officers who are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties. The CAPD is notable for the long-term dedication of its officers. There are still two active officers who began as Civil Defense Police during World War II. As of the end of FY99, there were two officers with over 50 years of service and several others with over 30 - 40 years of service.

During FY99, the Director of the Cambridge Emergency Management Department continued assisting the MEMA Region I staff in training exercises for the hazards presented by Seabrook Station by serving as Administrative Officer at the MEMA Region I Operations Center. This assists the MEMA staff, provides extensive free training for the Director in the functioning of MEMA during a major emergency, and facilitates cooperation with MEMA. It is anticipated that the Cambridge Emergency Management Department will also participate in MEMA operations that are not Seabrook related and do not affect Cambridge.

The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. The radio amateur volunteers utilize "packet radio" which enables the linking of the computer to the radios to transmit text in rapid bursts. They also are using HF and 6m. Amateur radio to provide an emergency link to state agencies, which would be available in the event of telecommunications failure.

The Emergency Management Department has played a major role in helping to prepare the city for possible consequences of the Y2K bug. We created a special webpage providing information on Y2K and links

to other sites with Y2K information. We also prepared materials to hand out to the public and participated in public meetings relating to Y2K. The concern about Y2K has been somewhat beneficial as it has made the public more aware of the need for disaster preparedness.

Emergency Communications

The Cambridge Emergency Communications Department is a four-year-old department established to create and operate a consolidated 911 and Emergency Communications Center, to manage the city's public safety computer systems, and to operate the city's radio systems.

The Emergency Communications Director is responsible for the overall direction of the Department and also serves as the city's 911 Director, in charge of enhanced 911-telephone equipment installed in December of 1996. He is assisted by an Administrative Assistant who performs all administrative, clerical, and support functions in the Department including payroll, purchasing, inventory tracking, data entry, personnel, and general office management.

In addition to the Administrative Assistant, the Department employs a full-time Public Safety Computer Systems Manager who manages, programs, and services all of the computer systems in the Emergency Communications, Police, Fire, and Electrical Departments.

Emergency Communications Center (ECC) Completes Second Year of Full Operation

The ECC completed its second full year of operation during FY99. During the fiscal year, the ECC managed 91,054 police and fire/EMS dispatches, 46,456 911 call pickups, approximately 250,000 non-emergency calls, approximately 6,500 fire box cutouts, 1,471 fire box activations, 711 city "Keltron" alarm signals, and over 1,000,000 radio transmissions. In addition to this workload, dispatchers in the ECC performed tens of thousands of computer transactions of the state Criminal Justice Information System (CJIS) and other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also assisted in hundreds of tests of fire box alarms and circuits; made 2,928 special notifications of supporting city, state and federal agencies (as well as citizens); and recorded over 5,000 towed vehicles.

The ECC handled many support tasks related to the various computerized systems it uses or operates. These included the preparation of over 500 Automatic Location Identification Discrepancy forms for Bell Atlantic's E911 Database Center. These forms corrected inaccuracies in the ALI data that automatically appears with each 911 call. In addition, hundreds of CJIS audit tasks were completed to insure the accuracy of CJIS records and hundreds of phone numbers were updated in the public safety telephone contact database. The ECC also updated or added 2,128 Emergency Business Contact records so as to insure that business owners can be quickly contacted in the event of an after-hours fire or break-in at their premises. Finally, the ECC made over 220 "911 tapes" in response to court and police requests.

The ECC handled all of the above workload, plus many other tasks, with between five and six dispatch personnel working per shift.

Emergency Communications Prepares for National Accreditation in Emergency Medical Dispatch

In April of 1998, the ECC began operation of its new Emergency Medical Dispatch Program. After this date, every EMS call was triaged using a nationally approved Emergency Medical Dispatch protocol (MPDS). Call taking for EMS incidents consist of quick interrogation of the caller using the correct MPDS cards. These cards contain questions that are geared to quickly obtain vital patient information, including:

- the general problem
- the patient's age
- the status of consciousness
- and the status of breathing

After obtaining this information, the Call Taker who is following the MPDS protocol on the card can continue to a "secondary interrogation", obtain chief complaints and/or send the call to be dispatched immediately, and/or use a Pre-Arrival Instruction card if needed. Pre-arrival instructions such as those guiding CPR or "Heimlich" maneuvers are a part of the Emergency Medical Dispatch (EMD) process.

Using the protocol helps get the correct set of fire, rescue, and contract ambulance units sent to each EMS call, avoids unnecessary use of ALS, engine and fire rescue companies (thus keeping them available for emergencies and reducing traffic tie-ups caused by over response), and helps insure that real emergency calls, which initially present as non-emergencies, are not missed.

During FY99, the Center went through a process to prepare for 20-points of the national accreditation program through the National Academy of Emergency Medical Dispatch. Primary effort was given to the quality review process whereby selected calls are scored for compliance to protocol. The Center chose the period of May through October of 1999 as the six-month review period for 5% of EMS calls with average compliance at 90%. Accreditation is planned during FY2000.

ECC Manages Major Events

The year included many special events that involved extensive planning and coordination by the ECC. Chief among these were the visit of the Chinese Premier to MIT in April, several visits of Vice President Gore, and many hazmat and multiple fire alarm events. Throughout all of these events, the ECC dispatch staff provided key coordination as well as communications support.

Special Program on Street Cleaning Tows Begins

During the year, the department assigned a full-time dispatcher to the weekday task of managing street cleaning tows at the ECC. This dispatcher worked in constant radio contact with traffic and police personnel coordinating the mass towing effort related to street cleaning. The teamwork developed between ECC, Police and Traffic personnel resulted in quicker and more accurate information about the location and status of towed vehicles.

Fire Computer System Procured during the Year

During the year, the ECC lead an effort to procure a

Fire Records Management System. In April, a state contract was signed with Retrofit and their Fire RMS software subcontractor, Q.E.D., Inc., for a system to provide Fire Incident Reporting, Inspections Management, Inventory Tracking, and many other functional applications for the various fire units. The system will take up to two years to fully install. It will run on a Fire Department Intranet using Browser technology enabled by Java applications development. This "Internet-style" approach is geared to be very easy to use for fire personnel. The system is also planned to be fully integrated with the CAD system.

CAD Computer System Upgraded

Much staff effort was spent planning the upgrade of the Computer Aided Dispatch system to include advanced functions. On October 18, 1998, the new CAD software was activated after much preparation that included the training of dispatchers.

The new CAD software includes an improved unit recommendation facility that assists dispatchers to assign the correct number and type of response unit based on the type and location of the call and the status of all response units. In addition, the system has over 100 improvements including an automated interface to the Zetron Fire Station Alerting system.

Additional PC's were installed in fire stations and in police headquarters. Additional fire and police users were trained in the basic use of computers for office automation.

At the end of the fiscal year, a new CAD computer was installed with increased speed and capacity. The performance boost was needed to support the many extra functions required of the CAD system such as digital dispatch and fire station status reporting. The system was procured to be Y2K compliant and was so certified by special testing in June.

Cambridge Dispatcher Wins State Award

Ron Richard, a Cambridge Fire Alarm Operator and Emergency Telecommunications Dispatcher since 1986, was awarded the Massachusetts Dispatcher of the Year Jeff Grossman Award in August. Ron received his award at the ECC in a special ceremony attended by the Grossman family, Mayor Duehay, ECC staff, and Ron's family. The award recognizes a career dispatcher in the Commonwealth who makes a major contribution to the profession. Ron was especially recognized for his work developing the EMD protocols, for his unselfish efforts at training dispatchers, and for his advocacy of the increasing development of the dispatch career.

ECC Increases Involvement in Community Policing

During the year, each of the five ECC dispatcher workgroups took responsibility for attending and working on the problems at the 12 neighborhood groups with active community policing meetings. Dispatchers attended various neighborhood meetings, helped to answer ECC-related questions, explained how E911 works, and worked with the police to reach solutions to traffic, alarm, noise and other community concerns. It should be noted that the Police Commissioner graciously agreed to fund the dispatcher's involvement through the CPD community policing grant.

Department Leads New City Telephone Switchboard Installation

The Department led an effort to bid, acquire and install new Attendant Console Telephone Switchboard systems for the ECC, the City Hall Switchboard Operator (349-4000) and the School Department Switchboard Operator. These three locations are the main telephone operators serving the public. The new system is fully Y2K compliant, contains much more helpful information about city phone numbers, departments, and other governmental agencies, and is geared toward routing calls quickly to the correct office or person. Cross indexes are kept so that calls can be routed by function as well as office or person, and the system assists operators in after-hours contacts by tracking pager numbers, and home phones of all emergency contact personnel. Operators received training and the system was customized to meet Cambridge's needs.

Special Projects

Many special projects were undertaken in the year. Included in these were the following:

- Worked with the Multidisciplinary Homeless Working Group on the interrelated and complex problems of homelessness and public drunkenness. The ECC works closely with the new CASPAR-sponsored STEP Van teams to provide immediate assistance to persons that are publicly intoxicated or in need of shelter.
- Instituted typing incentive pay for dispatchers as part of an effort to increase their typing speed and accuracy. Since so much of a modern dispatchers work is performed on and with computers, typing ability has become an increasingly important dispatcher skill.
- Explained the Dispute Resolution program to Supervisors so that the ECC can be part of the referral process (with the police).
- Recruited, screened, hired, trained, and certified three new dispatchers.
- Attended various in-service training classes, including a special one-day seminar in Legal Issues in Police Dispatching. The latter seminar was particularly useful in helping call-takers understand the special types of questions that need to be asked of anonymous callers so that their reliability and "basis of knowledge" can be ascertained and used to support police actions such as a vehicle stop, a search, or an arrest.
- Helped coordinate the City's planning and preparations to avoid Y2K-related problems.
- Provided hundreds of hours of maintenance and programming support for all of the computers on the public safety network including mobile computers.

Public Works

The Cambridge Department of Public Works is full-service organization that provides essential services to the 100,000 citizens of Cambridge.

The Department of Public Works is responsible for the following: maintaining streets, sidewalks, parks, playgrounds and public squares; overseeing public buildings (excluding schools and hospitals); managing sanitary sewer collection and storm water drainage systems; collecting rubbish and recyclables; maintaining City vehicles and motorized equipment; caring for the City's 18,000 trees; managing the Cambridge Cemetery; and engineering and construction services for all the City infrastructure.

The DPW is also responsible for rapid response to all natural disasters; snow, ice, and other inclement weather conditions; enforcing litter, rubbish, snow and sewer ordinances; engineering for City projects; contract administration for all construction projects; public building construction and maintenance; 24-hour emergency response services; and curbside and drop-off recycling programs.

Overall Department-wide accomplishments for FY99 included:

- Managed \$2.5 million of roadway and sidewalk construction work in Cambridge.
- Managed to completion The Granite Street Traffic Calming project.
- Monitored recycling at all 333 residential buildings with more that 13 units.
- Carried out a grant application, evaluation and award process for the Pilot Recycling Participation Project in Area 4 of Cambridge.
- Successfully competed four household hazardous waste collection days in Cambridge.
- Continued development of an informative Public Works Internet home page for all DPW Divisions.
- Managed to completion renovations to the Morse School.
- Managed to completion renovations to the Cambridge Cemetery Administrative Building.
- Re-organization of the Buildings Division combining Building Maintenance, Building Operations, Public Building Construction and Off-Hours personnel.
- Implementation of a turf management program at the Cambridge Cemetery.
- Implementation of the Integrated Infrastructure Computerized Management Program for customer service and work management systems throughout the DPW.
- Planted an additional 350 new trees Citywide.
- Pruned 2,500 trees Citywide.
- Implemented a Park Neighborhood Initiative Program.

- Implemented and managed to completion a planter program which is part of an overall beautification program throughout the City.
- Hired a Landscape Project Administrator and a Turf and Landscape Manager as part of the beautification program throughout the City.
- 70% completion of a citywide storm water management plan.
- 75% completion of removal of all illicit connections from storm water and sanitary sewer collection systems throughout the City.
- Completion of Phase VI, contract 2 of the sewer separation project.
- Continue to work with both DEP and the EPA to ensure full compliance with the Clean Water Act.
- Full Department response to the 67 special events throughout the City.

Administration Division

The Administration Division is responsible for ensuring that the Department of Public Works functions as a cohesive unit. Major responsibilities of the Division include policy development, fiscal administration, purchasing, vendor payments and contract management, budgeting, human resources management, responding to the needs of the residents of Cambridge, public relations and information systems management, and enforcing the City of Cambridge Ordinances.

DPW Divisions listed below work closely with the Commissioner and Deputy Commissioner of Public Works to provide administrative, management and overall leadership to the Department. The many accomplishments in FY99 as listed above are attributable to the close working relationship and effective communication between the DPW Administration and the DPW functional Divisions.

The Business Services Division continued to provide Public Works with essential services, such as purchasing of all goods and services, bill payment, contract administration, operating and capital budgeting, and preparing monthly computerized reports by Division for budgetary tracking. During FY99, this Division wrote all purchase orders, tracked all purchases and payments, and provided management reports to DPW supervisory personnel.

The Human Resources group continued to provide direction and support to senior management and the DPW workforce at large in all human resource functions. This includes, among other responsibilities, employee relations, recruitment, compensation and benefits, workers' compensation; performance management, Equal Employment Opportunity/Affirmative Action, legal and safety issues, employee training and career development, employee policies, procedures, and practices, human resource regulations and laws and all payroll functions. The following programs continued to be celebrated throughout the year: "National Public Works Week", in conjunction with the annual "Commissioner's Award for Outstanding Performance", the quarterly "Carl and Ruth Barron Family Achievement Award", and the Employee Seniority Recognition Program.

Human Resources is also responsible for the payroll function within Public Works. This is a vital and comprehensive function which is not only concerned with getting the employees paid on a weekly basis but also tracking sick time, vacation time and numerous other types of employee time off. The goal for FY2000 is to have in place a 100 percent accurate time-reporting system whereby all DPW employees have a full accounting for time taken and time remaining. This is a continuing goal from FY99. A new payroll analyst was hired by the DPW in FY99 in order to provide professional assistance to the Human Resources Manager.

The Information Systems Management group continued to provide staff support within the DPW for all computer hardware, software, network operations, and development of computer training for all department employees. This unit is under the direction of the Manager of Information Systems for the DPW. The unit provides all of the statistical data that is presented both to DPW senior management and the City management via the fiscal year operating budget.

Some of the major accomplishments of the information systems group in FY99 included further development of the DPW Internet home page (<http://www.ci.cambridge.ma.us/~TheWorks>) for all DPW Divisions; continued upgrade of many of the current software programs within the DPW; and working with each DPW Division to determine specific application system needs. A more advanced computerized customer service and work management program, Hansen Technologies Integrated Infrastructure Management System (IIMS) was implemented in several DPW divisions during FY99. This program will accurately track all customer service requests and all jobs done by DPW employees. The system will generate detailed customer service requests and work orders and will issue reports by job task, employee's time, materials and equipment. Further implementation (including a permit module) is scheduled for FY2000. The objective of this program will be to improve response time and productivity in all areas of customer service and work management throughout the Department of Public Works.

Cambridge Cemetery

Crews in the Cemetery Division combine gravesite preparation and burial services with a grounds maintenance program on the Cemetery's 66-acre site. Ongoing work at the Cemetery includes flower and tree planting, landscaping hilly terrains, repair of historical monuments and development of selected areas for conversion to new burial space.

Daily maintenance is an integral part of the Cemetery function. It includes grass cutting and trimming; weeding of all banking; removing unsightly shrubs and conducting a general daily cleanup of the grounds.

During FY99, the Cambridge Cemetery sold 108 lots and graves and made 439 interments. In addition, 130 foundations were built and 140 perpetual care accounts were established. As of June 30, 1999, the total number of interments numbered 90,072.

Work at the Cemetery continued during FY99 with completion of the final phase of the main office restoration project. The interior of the main office now has a unisex bathroom, a new lunch room, new rugs, and the interior of the office has been completely re-painted. The main office was dedicated June 5, 1999 in memory of Michael Bonacci, who was the Superintendent of the Cambridge Cemetery from 1977 to 1987.

There were several other important items accomplished during FY99 at the Cambridge Cemetery, including the initiation of a Turf Maintenance Program, which helped control weeds, such as clover and dandelions, throughout the 66-acre site. During FY99, some of the islands throughout the Cemetery were turned into perennial islands. Planted species in those islands included Japanese Maple, Red Twig Dogwood, Oakleaf Hydrangea, White Potentilla and some Japanese Holly. This project helps to reduce the amount of daily maintenance needed in the islands.

The monument repair contract at the Cemetery continues. Over 100 headstones were restored in FY99. The upgrading of the Cemetery signage was again an on-going project with the installation of 60 new cast aluminum signs.

The computerization of all Cemetery records continues. Burial records from 1974 through June of 1999 are now in a computerized database format. In addition, the Cambridge Cemetery is working with both the Information Systems group at Public Works and the City MIS Department to have an Internet accessible database. This will allow certain burial information to be retrieved by the public over the Internet.

Streets Division

The Streets Division is a multi-faceted operation that provides a wide range of services to the citizens of Cambridge: from minor repairs on sidewalks and streets, to resetting granite curbing, to installing new curb cuts, and responding to pothole problems/defects while concurrently servicing requests that are generated by other City departments, such as street cuts and street repair for the Cambridge Water Department.

The SPOF (Street Preservation Offset Fee), paid by the many utility companies that obstruct or excavate Cambridge streets and sidewalks, was again put to use in FY99. The monies collected from this program went to reconstruction of many of the utility trenches in the City streets which were dug up by the utility companies. There were 685 street opening permits issued to the utility companies.



Pouring new asphalt walkway for pre-school at Kennedy School.

During FY99, the Street Division, in conjunction with the Permits Administrator for the DPW, issued a total

of 1,969 permits: There were 1,474 excavation permits and 495 obstruction permits.

The Street Division consists of the Superintendent of Streets, a Highway Foreperson and three, three-person work crews. One work crew is responsible for all concrete and brick work; a second crew is responsible for all asphalt work; and a third crew is a "go anywhere" crew which includes potholes and unscheduled emergency work requests.

The Street Division crews were kept busy in FY99, as they completed over 1,995 jobs and 446 emergency requests related to repairs on streets, sidewalks, public parks, tot lots, and recreational areas. The average number of days to close emergency or unscheduled requests, has remained the same as the previous fiscal year, taking 8.6 days per completion of request. A more efficient internal reporting system, an upgraded computerized integrated infrastructure management daily work order system, and better scheduling have been the major factors in maintaining the low ratio of number of days to complete an unscheduled or emergency work request.

Throughout FY99, the Streets Division assisted other City Departments with numerous projects. These projects included: working with the Community Development Department for the removal and demolition of all old playground structures (swings, basketball courts) at Corporal Burns Park; widening the pathways for the golf carts at the Cambridge Golf Course; working closely with the DPW's Building Division installing footings and posts for memorial signs pertaining to neighborhood and street dedications; and installing concrete footing and columns for the DPW Parks Department at school and park play areas, such as at Martin Luther King School playground area.

During FY99, the Streets Division also worked closely with DPW's Urban Forestry Division lifting out dead tree roots and filling in empty tree wells. The Streets Division also collaborated with the Cambridge Water Department with the preparation, paving and backfilling of over 1,000 water services and repairs throughout the City.

Other accomplishments for this Division included: moving exercise equipment between schools in Cambridge; the construction of a parking area to accommodate school buses on Fulkerson Street; and the completion of many unscheduled jobs, such as pothole repairs throughout the City.

The Streets Division personnel are also kept busy during the winter months attending to small street (lots of potholes) and sidewalk repair jobs in addition to providing snow clearing operations for the City of Cambridge snow exemption list. This list includes City residents who are physically handicapped, or are elderly, and are unable to clear their sidewalks.

Engineering

The Engineering Department assists the public on a daily basis. They provide information regarding street layouts, street histories, sewer lines, storm drains, field surveys, benchmarks, flood zones, aerial photos, addressing and assessor's plats. This research is helpful to the public with construction, renovations, variances, subdivisions, surveys and general information. The Engineering Division has computerized certain research information in order to make the accessing of maps and data more easily accessible to the public.

During the FY99 construction season, the Engineering Division oversaw contracts in the amount of \$2.5 million dollars for the reconstruction of many streets

and/or sidewalks in Cambridge. The list of streets include: Granite Street, Magazine Street to Brookline Street; Glenwood Street, Magazine Street to Pearl Street; Cambridge Street, Quincy Street to Camelia Street; Cambridge Street, Camelia Street to end of Cambridge line; Felton Street, Cambridge Street to Broadway; Ware Street, Broadway to Harvard Street; Highland Avenue, Cambridge Street to Broadway; Leonard Avenue, Line Street to Cambridge Street; Greenough Avenue, Ellsworth Avenue to Highland Avenue; Marie Avenue, Highland Avenue to Maple Street; Story Street, Mt Auburn to Brattle Street; Bolton Street, Sherman Street to End; Broadway, Felton Street to Ware Street; Kelly Road, River Street to Magazine Street; Putnam Avenue, Magazine Street to Sydney Street; Pemberton Street, Sherman Street to Fairfield Street; Broadway, Quincy Street to Ware Street; Broadway, Ware Street to Merrill Street; Cleveland Street, Ellery Street to Dana Street; Dana Street, Cambridge Street to Harvard Street; Ellery Street, Cambridge Street to Harvard Street; Trowbridge Street, Broadway to Harvard Street; Prescott Street, Cambridge Street to Kirkland Street; Sumner Road, Cambridge Street to Kirkland Street; and Goodman Road, Broadway to Chatman Street. In addition, miscellaneous sidewalk repairs, pedestrian ramps, and roadway patching was done throughout the City of Cambridge.

The Engineering Department is also involved with the City Geographical Information System (GIS) which coordinates all of the City of Cambridge field infrastructure information as it relates to sewer, storm water, street and sidewalks and utility assets. In FY99, the Engineering Division purchased two Global Positioning Units (GPS) which allow for exact coordinates of all City infrastructure items, such as sewer lines/manholes, storm drains, common manholes, or any other type of field asset which needs exact locations. During FY99, the Engineering Division has also undertaken to survey wheelchair ramps throughout the City so as to determine compliance to ADA requirements. Based on the needs from this survey, a reconstruction program will be implemented in FY2000.

Buildings Division

The Buildings Division is responsible for the maintenance, repair, construction and renovation of thirty-one facilities comprising approximately 440,000 square feet of floor space. The facilities include municipal office buildings, youth centers, fire stations and the operational centers for numerous City departments. The Buildings Division is under the supervision of the Superintendent of Public Buildings.

In FY99, the Buildings Division underwent a significant reorganization. This reorganization combined the Building Maintenance, Building Operations, Public Building Construction and Off-Hours Divisions under the direction of the Superintendent of Public Buildings. This reorganization will provide a more comprehensive and streamlined approach to the responsibilities of the Buildings Division.

The Superintendent of Public Buildings is responsible for the coordination of the four subdivisions of the Buildings Division in the maintenance and upkeep of facilities and their systems. The Superintendent of Public Buildings also maintains close relationships with other City departments in reviewing and addressing their operational and space needs, and is also responsible for the design, development and management of large capital construction and renovation projects.

Building Maintenance Division

The Building Maintenance Division is responsible for maintaining and repairing City buildings. Typical maintenance work includes carpentry, painting, plumbing, lock installation, and repair. This Division also performs routine services such as start-up and shut-down of heat, fixing or replacing hot water tanks, and other preventative maintenance tasks related to building equipment. The employees in this Division work under the direction of the Superintendent of Public Buildings.

In addition, this Division provided service for 67 special events during FY99, including, public functions and celebrations, festivals, dedications, block parties and parades. The Building Maintenance Division also responded to the need for temporary street signs for emergency snow plowing, street sweeping, public events, and parades. During FY99, the Building Maintenance Division responded to 842 unscheduled or emergency requests. The average number of days to close these requests was 7.7 days to closure and was lower than the previous fiscal year when the average number of days to close an unscheduled or emergency request was 10.2 days. This lower days-to-close unscheduled work request ratio translates to better overall service provided by this Division.

This Division has a sign shop where signs are designed and constructed for public announcements, street postings, commemorative plaques, and monuments. The sign shop had a busy year in FY99 making numerous 4 x 8 signs and banners for the 67 special events throughout the City.

During FY99, Building Maintenance crews were once again hard at work accomplishing many different and varied tasks. In total, there were 6,313 separate jobs completed during FY99 by the employees within this division. These jobs included 313 carpentry-related jobs and 3,679 plumbing and heating jobs completed throughout City buildings and offices.

Some of the specific work activities of this Division during FY99 included, building an office for the Traffic Department at their Green Street Garage location; relocating the community police trailer in Cambridge from Massachusetts Avenue to Rindge Avenue; building a wood canopy over the patio at the Cambridge Senior Center; replacement of 10 air conditioning units throughout City Hall; constructing offices on the second floor of the Robert J. Simard Building in the Public Works Complex; installing all new plumbing and heating in the lunch room at City Hall; installing faucets and sinks in the 20 cell blocks at the Cambridge Police Department; making and installing 10 bulletin boards for placement in parks throughout the City; installation of new screens for the Cambridge Teen Centers and Day Care Centers; the setting up and breaking down of staging for the 70 special events throughout the City; and responding daily to numerous minor problems such as locks, doors, and glass repairs which need to be fixed immediately.

Public Building Construction

The Public Construction Division is responsible for administering capital construction and renovation projects. This responsibility includes assisting with designer selection, specification development, bidding and contract administration.

During FY99, an initial study for renovations to the War Memorial facility was concluded; design work was completed for renovations to the Auditors office and

employee lunch room at City Hall; and engineering work continued for the installation of central air conditioning at the Moore Youth Center. Landscaping improvements and installation of an irrigation system were completed at City Hall.

Renovations were completed at the Purchasing Department at City Hall, the Department of Human Services administrative offices at 51 Inman Street, and the Cambridge Cemetery administration building. Improvements were made at the O'Connell branch library for compliance with the Americans with Disabilities Act. The Public Construction Division also managed the renovation and re-opening of the Morse Elementary School. Office space improvements were made for the Community Development Department at 57 Inman Street and the Police Review Board at 831 Massachusetts Avenue.

Building Operations Division

The Building Operations Division operates under the responsibility of the Superintendent of Public Buildings. This Division is responsible for supplying custodial services to 12 City-owned buildings during the normal workday from 7:00 a.m. to 3:00 p.m. and during the evening from 3:00 p.m. to 11:00 p.m. This Division utilizes a vast array of equipment, including vacuum cleaners, bagging machines, a shampoo extractor, buffers, and cleaning supplies. The Buildings Operations personnel are also responsible for daily tasks such as cleaning and moving of equipment and supplies.

The Building Operations Division personnel also assist in the many special events throughout the City with activities such as setting up chairs, tables, etc.

Off-Hours

The Off-Hours Division, which is under the supervision of the Superintendent of Public Buildings, consists of 10 employees working different shifts. This Division provides the City with 24-hour, seven day per week rapid response to any situation or emergency. During FY99, this Division responded to initial after-hours sewer complaints, snow or other inclement weather emergencies, fallen trees and tree limbs, litter pickup, building surveillance and, in conjunction with the Police and Fire Departments, the cleanup of accidents. All calls received by this Division are logged immediately, the necessary action is taken, and the calls are then reviewed the following day.

The importance of this Division is highlighted by the ability of its personnel to respond rapidly to the many and varied citywide emergencies. All of the Off-Hours personnel who comprise each of the different shifts have the necessary skills to handle most any type of emergency. They are also equipped with a cellular telephone that allows them to be out in City vehicles responding to emergencies while at the same time having the ability to answer incoming telephone calls.

When not responding to emergencies, this Division's main responsibility is to empty over 40 litter receptacles placed throughout the City. Placing this responsibility in the Off-Hours Division assures litter pickup during peak usage periods, on nights and weekends.

Parks and Forestry Division

Plans for re-establishing the Parks Division and the Urban Forestry Division as one unit were completed in

FY99 for implementation in FY2000. The merger will allow DPW to function more efficiently in its endeavor to care for Cambridge's Urban Forest, as well as, add human resources and technical strength to an already flourishing Neighborhood Parks Initiative. The Superintendent of Parks has direct supervisory responsibility for this Division. The City Arborist works closely with the Superintendent of Parks to ensure that both the Parks and Urban Forest have proper tree maintenance and care.

The Parks component is responsible for the maintenance and care of over 120 municipal properties, including parks, playgrounds, squares, plazas, medians and public building grounds. The scope of work includes cleanliness, repair, turf and landscape management, and preventative maintenance.

In the past year, much effort has been directed toward reorganizing the supervisory structure in an effort to enhance communication between the Department of Public Works and the public, as well as to provide better direction in the field. A new Superintendent of Parks joined the Department in September of 1998. The three Parks District Supervisors, positions created as part of the Neighborhood Parks Initiative, came aboard in January. The Landscape Project Administrator position whose duties include the planning of new planting beds and color zone displays, was recently elevated to full-time status. The newest position of Turf and Landscape Manager, which will provide crucial technical expertise, was also added this past June.

Central to the implementation of the Neighborhood Parks Initiative is the confederation of three park districts, each with its own maintenance staff and aforementioned supervisor. This is intended to promote streamlined communication, both citizen/Departmental and intra-Departmental. It is also hoped that the respective staffs will invest a healthy measure of pride in its "home turf," and cultivate a friendly, competitive spirit among each of the supervisors.

The districts are comprised as follows:

- District 1 or "East" is comprised of Neighborhoods 1, a portion of 2, 3 and 4. It is bounded by Prospect Street on the west and on the south by Massachusetts Avenue from Central Square to the Charles River.
- District 2, or "Mid" is comprised of Neighborhoods 5, 6 and 7, plus a portion of 2. (Also included is a bit of Neighborhood 3, to incorporate Vellucci Park at Inman Square) It lies west of Prospect Street, south of Massachusetts Avenue, between Central Square and the Charles River, and east of Kirkland and JFK Streets.
- District 3 or "North" is comprised of Neighborhoods 8 through 13. It lies north and west of Kirkland and JFK Streets.

This districting is based on the principle of task time required to adequately service each district, including but not limited to the cleaning of labor-intensive tot lots and the mowing of large grassy areas.

There have been several enhancements to the Park Maintenance Program. Attention to playground safety has been improved. Much of the connective hardware on all City play structures was replaced, and the work crews are much more cognizant of regular safety checks. For the first time, the Parks Division began weather-treating the wooden play structures, several of which have existed for 12 years without maintenance. By year's end, structures at

Lopez Street and Alberico playground were converted from sand or gravel to wood carpet. The existing wood carpets at Harvard Street, Harrington School, Glacken, Sleeper, Hurley, Sennott, and Rafferty playgrounds were replenished.

The Department of Public Works commitment to servicing youth sports organizations has greatly increased. Much more attention has been paid to eliminating inherent hazards in the City's baseball and softball infields (e.g., reducing lip buildup that contributes to trip hazards and errant hops). Infield clay at Donnelly, Tobin, Hoyt, Comeau and Ahern Fields was amended with soil conditioners to reduce compaction and facilitate drainage. The response time to particular facility concerns has improved, and fields are groomed and marked in a more regular and timely manner. Some of these improvements were evidenced at the Mayor's Cup Tournament in June and the City All-Star game in September.

The reorganization of the division into three park district work units has realized notable improvement in the establishment of realistically attainable schedules of routing maintenance (e.g., litter pickup, mowing). Focusing on a smaller number of parks allows the supervisors to better allocate resources and ensure each Park is visited daily.

The primary challenges to be addressed in the future are coping with the effects of a temporary drought and accelerating the timetable for project-based tasks like annual flower planting. Although the root causes of drought stress include much more than lack of water, it is well documented that last June was one of the two driest single months in local recorded history. In addition, the month of April, normally a time of appreciable rain was also one of the driest on record. While it was evident that certain large turf areas suffered temporary stress, this period of dormancy is a natural reaction of the turf crop; core samples indicated that the crown of the plant remained very much alive, although the shoots turned color and slowed growth. By mid-June, the work crews were providing water to non-irrigated parcels, such as Gore Street Park, Rindge Field Glacken Field, and Columbia Park.

The approach to this challenge is two-fold. First, the division must improve its program of culture practices (e.g., fertility, soil pH, aeration) so that non-irrigated areas are more tolerant to drought stress. The addition of a Turf and Landscape Manager with solid technical expertise is a crucial step in that effort. Second, the Department will continue to include automatic irrigation systems in its capital renovation program. In 1999, irrigation systems were added at Corporal Burns Playground and Rindge Field.

Project-based tasks, such as the widespread planting of annual flowers must frequently be done at the temporary expense of regular maintenance, given current resources and productivity levels. However, the division did distribute over 300 new terra cotta flowerpots as a part of its Adopt-A-Planter Program. Nearly 600 pots have been distributed over the last two years. It should also be noted, that the division refrained from planting annuals during the height of the summer drought, since many of the customary locations do not include irrigation.

The Urban Forestry component of the Parks and Forestry Division is comprised of the City Arborist, and several skilled tree craftspeople's. Urban Forestry is responsible for developing a Comprehensive Tree Care Program, which includes the following elements: a four-year pruning cycle; a young tree care program; tree planting; tree protection; and an educational outreach

program. In order to achieve a four-year pruning cycle, Urban Forestry personnel contracted tree pruning operations that resulted in the pruning of approximately 2,500 trees during FY99. City Neighborhoods 2, 3, 4 and as much of 5 as possible were completed by the end of the fiscal year. Contractors have completed most of Neighborhood 1 and all of 7, 12, and 13. In addition to contracted pruning, a tree care program for newly planted trees will be contracted out for the main arterial roads which will water and weed trees 3" to 7" in diameter. During FY99, contractors and DPW Forestry crews removed 40 trees. The Streets Division of the DPW is coordinating with the City Arborist to close vacant tree wells which are located in unacceptable places, such as too close to driveways, stop signs, street lights, etc.

The scheduled spring 1999 tree planting was delayed due to severe drought conditions throughout the Northeast. Tree planting will occur in the fall of 1999. The FY99 Tree Planting contract will plant 150 street trees. Included in this number are 15 Commemorative Trees, 110 Client Trees and 38 City Reforestation Trees. FY2000 spring planting will take place during April and May of calendar year 2000 for a total of approximately 300 trees. In FY99, there were 30 trees planted at Corporal Burns Park. The grand total of trees planted by the end of FY99 by the City of Cambridge will exceed 400 in number when Traffic Calming Projects have completed their tree plantings.

As Tree Warden for the City of Cambridge, the City Arborist conducts Public Tree Removal Hearings for all removals that are not considered an emergency. The City Arborist continues to meet monthly with the Committee on Public Planting to review plans for landscaping and tree planting on public lands. The Committee also devotes attention to matters concerning tree care for municipal trees and is looking closely at tree related matters in key open spaces such as Fresh Pond Reservation, the Cambridge Common and the Cambridge Cemetery. A computerized Global Positioning System of open space trees has been added as an asset to the computerized Infrastructure Management System within the DPW. The City Arborist also reviews all construction projects and assists contractors in developing and implementing tree protection plans for construction projects, such as roadway, sewer separation and storm water and parks and school renovations. This past spring, the City Arborist conducted tree walks in East Cambridge, in Neighborhoods 4, 7, 8, 9 and 12. Arbor Day was celebrated by an hour-long presentation on trees with the assistance of the Cambridge Tree Project, which is a volunteer citizen group concerned with tree awareness. A poetry contest and a reading by professional poets Jack Powers, Joan Sunshower, Molly Salans and Elizabeth Mckin was held at the Tobin, Agassiz, Graham and Parks, Kennedy, King, Longfellow, Haggarty and Peabody Schools.

Recycling Division

During FY99, Cambridge residents participating in the curbside and multi-family dwelling recycling programs recycled 9,719 tons of newspapers, magazines, paper bags, paperboard, cardboard, junk mail, office papers, glass and plastic containers and leaves and yard waste. This tonnage represents 27.9% of the waste stream, up slightly from the 27.5% recycling rate in FY98.

In addition, 32 tons of Christmas trees were collected for reuse or recycling this fiscal year, through the combined efforts of the Recycling, Urban Forestry, Parks and

Sanitation Divisions. All chips were used for erosion control at the Fresh Pond Reservation.



Area 4 youth lining up to run recycling relay race.

In FY99, the Recycling Division initiated the Area 4 Recycling Participation Pilot Project. This project marks the first time in which the City's recycling staff is working interactively with residents of a single neighborhood to increase recycling participation. The Recycling Division carried out a competitive grant application and evaluation process in order to choose an organizational partner within the neighborhood. The winner, the Cambridge Area 4 Community Connections Coalition, and the Recycling Division, then moved forward to plan and implement a wide variety of outreach activities designed to increase residents awareness of and motivation to recycle. May 1999 officially marked the beginning of the yearlong campaign to increase recycling tonnage in the neighborhood. Tonnage in both May and June of 1999 exceeded that in the same months of 1998, indicating that the pilot project was showing early signs of success.

As a second objective in the Recycling Division's effort to maintain/increase participation in the curbside recycling program, the division also monitored the recycling programs at 350 large apartment buildings, and carried out enforcement and/or technical assistance activities at 80 buildings at which the programs had faltered or lapsed completely. It is likely that this intensive monitoring and troubleshooting effort contributed to an increase of 67 tons of paper and bottles and cans in the FY99 curbside tonnage compared to the tonnage in FY98.

A third objective in the effort to maintain participation in recycling, focused on providing recycling information to newcomers. The Recycling Division contacted realtors who work in Cambridge, and offered to provide them with recycling brochures that they could distribute to new homeowners. Many of the realtors responded positively to this offer.

Volunteers and recycling staff produced a recycling newsletter and two postcards in FY99 that were mailed to all Cambridge households and owners of Cambridge residential buildings who live outside the City. Each item went to approximately 50,000 households. The Recycling Division also arranged to have recycling receptacles available at many City festivals and events.

Recycling staff also planned and carried out an award ceremony for the Cambridge Advisory Committee on Environmentally Desirable Practices. The ceremony

recognized a large spectrum of individuals and groups, including an outstanding citizen recycler, recycling volunteer and outstanding residential building recycling program, as well as an outstanding business recycling/waste reduction program.

In FY99, the Recycling Division assisted the Purchasing Department in expanding the City's system for tracking purchases of recycled and non-recycled paper to also track purchases of recycled and non-recycled plastic products. In FY99, the percentage of city government dollars spent on recycled paper and plastic products increased to 74 percent of all dollars spent on paper and plastic products, compared to 73 percent in FY98. The Recycling Division and Purchasing Department also collaborated in coordinating a test of recycled vs. non-recycled toner cartridges in various city departments.

The Recycling Division also collaborated with Solutions at Work, an advocacy organization for the homeless, to make deposit bottles and cans recycled through our public area recycling program more accessible to the homeless.

The polystyrene recycling program in the schools continued in FY99, with a total of 6.7 tons of polystyrene being recovered from the school system this year.

The Cambridge Recycling Drop-off Center located in the Public Works Yard maintained a four day per week operation to serve residents and small businesses.

The Drop-off Center accepted 36.48 tons of newspaper, magazines, paper bags, 18.1 tons of metal, glass and plastic containers, 42.9 tons of cardboard, 55.6 tons of mixed paper and 7.2 tons of plastics #3 - #7 in FY99. In addition, 1.3 tons of household batteries, 6.7 tons of used motor oil and 3.4 tons of clothing were also recycled at the Drop-off Center. The total tonnage of material collected at the drop-off center in FY99 was 171.7 tons, up from 164 tons last year.

The total combined tonnage collected in FY99 from the curbside, school and drop-off-recycling programs was 9,929.

In FY99, recycling staff applied for and received several grants from the State Department of Environmental Protection. The first was a cash grant of \$70,000 provided under the state's Municipal Recycling Incentive Program (MRIP). MRIP provided the City with \$8 for every ton of papers and containers recycled between May 1998 and April 1999. The funding was used to pay the salary of a Recycling Administrative Aide, to continue the popular sidewalk planter program, and to fund the outreach activities for the Area 4 Recycling Participation Pilot Program. The second grant was in the form of 750 recycling bins, and printing, postage and mailing services for educational materials. The total value of the goods and services provided to the City of Cambridge by DEP in FY99 was \$15,242.40. The City continues to make home composters available at the recycling drop-off center for sale to residents. Over 1,780 composters are in use by City of Cambridge residents to date.

Sanitation Division

The Sanitation Division collects and disposes of solid waste from residences, commercial establishments, municipal buildings, and school buildings. Dispatching an average of eight rubbish packers per day, the Division consists of 30 full-time employees with additional temporary workers pressed into service when needed. For public health, as well as pedestrian safety reasons, it is a Department of Public Works priority to collect the household rubbish, Monday through Friday.



Balloon making



Arts and crafts



Instruction dance stage

DANEH
FAMILI

CAMI
MASSAC

Y PARK Y DAY



Family fun

RIDGE IUSSETTS



CRLS Chess Clubs



Cycling performers around the Wheeler Water Garden

During FY99, sanitation crews collected and disposed of 24,582 tons of rubbish. This was 1,042 tons less than was collected and disposed of in FY98 – a four percent decrease. Overall, since 1990 when 40,424 tons of City rubbish was collected by City forces, there has been a 40 percent decrease in the amount of City rubbish tonnage collected and disposed of to the transfer station. Much of this decrease in household rubbish tonnage is attributable to the successful City of Cambridge Recycling Program.

In FY99, the Sanitation Division maintained the policy begun last year of keeping the rubbish trucks off the main Cambridge streets until later in the morning to allow traffic to pass freely. This policy is aimed at improving safety both for the pedestrian and the City worker. Safety meetings for this Division are also held once per month. The purpose is to review the safety policies of the Department and to let the employees of the Sanitation Division add their suggestions and voice any of their concerns.

The Sanitation Division also continues to improve procedures for collecting “white goods” (appliances that cannot be taken to landfills). On the average, three tons of air conditioners, hot water heaters, refrigerators, stoves, washers and dryers were picked up each week in FY99. Residents are charged \$15 for each appliance that is collected to help offset the disposal costs of the appliances. Senior citizens are charged \$10.00 per appliance.

During FY99, the City continued to receive revenue from many of the white-good appliances collected. Items such as washers, dryers, and stoves were taken to a scrap metal dealer who was able to recycle many of the appliance parts. During this past fiscal year, DPW personnel made use of an in-house machine that enabled DPW personnel to remove the freon from air conditioners and refrigerators. Once these appliances are freon free they can be sold as scrap metal. The “white goods truck”, as it is commonly referred to, goes around the City each Wednesday collecting white goods. The truck will also go out on Thursday if there are still white goods that need to be picked up.

The Sanitation Division continued to collect solid waste from 92 commercial account establishments within Cambridge. The fees collected from these businesses are based on the actual amount of tonnage collected from their establishments.

The Sanitation Division was also responsible for conducting and supervising four hazardous waste collection days during FY99. The hazardous waste collection took place at the Concord Avenue Armory at 459 Concord Avenue. In addition, there is also a 300-gallon oil drum located at the DPW yard. The drum allows residents to bring in small containers of oil and then DPW personnel will empty the contents from the smaller cans into the large oil drum.

The DPW’s enforcement unit was busy enforcing the City’s Litter Ordinance, which states that no rubbish can be placed at the curb for collection earlier than 3 p.m. on the day before scheduled collection. In FY99, 504 warnings and 27, \$25 dollar fines were issued for non-compliance. This represents a substantial increase over FY98 during which 380 warnings and 18 fines were issued. This is part of a Citywide effort to enforce the sanitation ordinances throughout the City in order to keep Cambridge a clean City. There is one DPW waste management inspector who works in conjunction with the Sanitation Division Supervisor to ensure that all City ordinances are being fully complied with.

Street Cleaning Division

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November. During FY99, as in previous years, two sweepers from a sweeping company were contracted to clean all residential streets and major City squares. Approximately 925 curb miles are cleaned per month, resulting in well over 5,000 tons of refuse and debris collected and disposed. In addition, the Cambridge Squares were cleaned each day, seven days per week. At the end of each month, all industrial areas of the City get swept either once or twice depending on the number of off days at the end of the month. The street sweeping schedule can be found off the City’s web page or from the Cambridge Public Works home page at <http://www.ci.cambridge.ma.us/~TheWorks>.

The contracted street sweeping effort is augmented by the Division’s own workforce consisting of 14 full-time employees. There are three street cleaning crews that are fully equipped with several pieces of equipment, including hand-held vacuum cleaners. Each day of the week, the street cleaning crews from the Cambridge DPW help keep the City of Cambridge clean. In addition, all of the major squares of Cambridge, including Harvard Square, Central Square, Porter Square and Kendall Square, have all day cleaning coverage. Each week, all of Massachusetts Avenue is cleaned from end-to-end. Also, there is a hand cleaning crew responsible for cleaning the City squares on Saturdays and Sundays from 6:00 a.m. to 10:00 a.m. This is in addition to the contracted sweeper that also cleans the City squares on weekends.

During FY99, the Cambridge DPW continued to use the new state of the art litter pickup truck called The Side Loader. This unique truck is used to pick up and compact the rubbish from all of the litter baskets throughout the City. Some of the special features of this truck are: the vehicle can be driven from either side; trash can be dumped into the compactor from either side of the vehicle; and cameras and sensors are placed at strategic points within the truck so that the truck stops automatically if someone walks too close to the moving truck. This truck is operational seven days per week, including both days and evenings. Extra attention is given to litter removal from all of the squares in Cambridge.



DPW’s Side Loader packer used to pick up and compact rubbish from all litter baskets in city

For FY99 and FY00, the DPW will be cementing the litter baskets into the sidewalks. This is to prevent theft and vandalism (overturning) of the litter baskets. The litter baskets will have a plastic liner that will be removed and then replaced when picked up. Also, DPW personnel power wash each litter basket at varying intervals in an effort to keep each basket clean.

Also during FY99, the Cambridge DPW continued to use the two new sidewalk sweepers referred to as The Green Machines. These machines are painted orange in color to keep it consistent with the Cambridge DPW's vehicle colors. These street sweeping machines are well noted for their versatility in picking up trash at difficult to get at places. In addition to picking up litter, these machines can also damp down and disinfect the street or sidewalk. Some of the unique features of these machines include: ability to clean sidewalks while riding or walking the machine; ability to maneuver in very tight quarters; a programmable audio message to warn people who are straying too close to the machine; and most importantly, the sweeping machines do an excellent job of cleaning the City of Cambridge sidewalks on a daily basis. To further augment the efforts of these machines, another person usually sweeps ahead of the machine. This allows some of the larger pieces of trash to be removed by hand thereby allowing the sweeping machines to more efficiently collect the smaller and more difficult articles of litter.

Each day, the Street Cleaning Division removes the hand-posted bills from poles, trees, and other City assets located throughout Cambridge, particularly the Cambridge squares, in an effort to keep Cambridge a clean and pleasant looking City.

Graffiti removal is another focus of the DPW Street Cleaning Division. In addition to the in-house street cleaning crews, graffiti removal is also done by an outside contractor who is responsible for removal of larger areas of graffiti; for example, graffiti which is sprawled on sidewalks and walls, particularly in City squares. Each week, all of the City Squares usually undergo some type of graffiti removal process, either on a smaller scale by in-house crews or on a larger scale by an outside contractor.

During FY99, personnel from the Street Cleaning Division also performed beautification tasks such as cleaning the tree wells in all of the City squares as well as placing mulch around the City trees. The goal of the DPW is to have all employees in each Division be responsive to the cleanliness and beautification of the City.

Sewer Division

The Sewer Division is responsible for the management, operation and maintenance of the City's storm drainage systems, the City's sanitary sewer systems and the City's combined sewer systems. FY99 was an extremely busy year for the Sewer Division.

In January of this year, preliminary design began in the Phase VI Contract III area which consists of the Agassiz Street, Oxford Street, Kirkland Street, and Sacramento Street neighborhoods. The work, which will take place in these areas, is being performed with the intention of relieving flooding problems and properly separating the storm and sanitary systems. This is expected to be a multi year/multi phased project. In March of 1999, during our investigations, it was discovered that both the combined sewers on Oxford and Kirkland Streets were in structurally unsound condition. This resulted in immediate road closings and extensive pipe and fill replacement in the affected areas. Kirkland

Street reopened within two weeks of the discovery and Oxford Street reopened in June.

In June of 1999, the first contract in the Agassiz area commenced in the Scott/Holden area where two large storm water detention tanks are to be placed under Scott and Bryant Streets. Design for contract 2 in this area will be completed in early September and construction is scheduled for mid October 1999. Again, this contract will incorporate Storm Water Management and Sewer Separation.

In the western part of the City, work is ongoing on the Fresh Pond Sewer Separation Project. This project has a completion date of March 2001. The Orchard Street project, which will begin work in September of 1999, is expected to be completed in the fall. Due to the significant increase in the projected costs for the remaining sewer separation projects in the area, those contracts scheduled for North Massachusetts Ave. and the area between Huron, Concord and Fresh Pond Parkway are presently on hold. The City, along with the Massachusetts Water Resource Authority (MWRA), the Massachusetts Department of Environmental Protection (DEP), and the Environmental Protection Agency (EPA), are currently trying to resolve these cost issues.

The City is diligently working with both the DEP and the EPA to ensure full compliance with the Clean Waters Act. This effort has resulted in the removal of over 200 illicit connections in the last two years. We continue to examine our system for illicit connections, and are scheduled to remove 39 additional connections starting in mid September under the City's Illicit Connection Removal Contract.

With Contract 1 of the Common Manhole Separation Contract, 14 common manholes were eliminated in the Cambridge Park Drive area and the Willard Street area. Common manholes were designed such that sewage and storm water pass through the same structure but have flows separated by a horizontal plate or a vertical wall. By eliminating these structures, the City is improving water quality standards in the Charles River and the Alewife Brook, and reducing excessive sewer use charges from the MWRA. The Common Manhole Removal Project is a multi year/multi phase project. Investigation and design for Contracts 2 and 3 began in May of this year and construction for Contract 2 is scheduled for late October. This contract will remove 47 common manholes in the Flagg, Sparks, Blanchard, and Pleasant Street areas.

In an effort to resolve the significant flooding problems in the Cherry, Pine, and Columbia Street areas along with the areas of New Street and Bellis Circle, the City is presently completing designs for Storm Water Management projects in those areas. We expect to begin construction on South Massachusetts Ave (Phase I of Columbia area Storm Water Management), Bellis Circle, and New Street areas in the fall of this year.

The Department began an Inflow and Infiltration investigation in February of 1999. The purpose of this project is to eliminate unnecessary flows to the sewer system, thereby gaining extra capacity in the system that will reduce the risk of backups, and ultimately reduce the cost to the city of sewerage treatment from the MWRA. Phase I of this project will be completed in February 2000.

As part of the City's Storm Water Management Program in March of this year, the department implemented the Hansen Technologies Integrated Infrastructure Management System. This program allows the department to properly monitor and maintain the

collections system. Supplementing this effort, the City has contracted to clean over 1,000 extra catch basins throughout the City to optimize the efficiency of the system. We expect to clean approximately half of the catch basins in the City this year (2,500).

As always, the Sewer Divisions continues its day to day maintenance of our sewer and storm drain systems. We continue to respond to resident problems and collection system backups. Our ongoing Televising and Cleaning contracts assures that our lines are in proper working order, and our Remedial Repair contracts are in place to repair any of our systems which we find may be failing.



New Sewer Vacuum Truck

Vehicle Maintenance Division

The Vehicle Maintenance Division consists of a Master Mechanic, a Working Foreperson, four Mechanics, and a welder. This Division is responsible for the scheduled maintenance, repair, and emergency services for close to 300 City-owned vehicles and pieces of equipment. The vehicles include cars, vans, pickup trucks, heavy equipment trucks (e.g. dump trucks, payloaders), rubbish packers, and construction equipment (such as backhoes). This equipment is located within the Public Works Department as well as several other City Departments such as Traffic, Human Services and the City Executive Offices. The Master Mechanic, who is in charge of the Vehicle Maintenance Division, also develops written specifications for the purchase of new motorized equipment for Public Works and other City departments. This division does most of the vehicle repairs with the exception of large engine, transmission, painting or bodywork. These heavy-duty jobs are sent out to a private concern.

In an effort to continue to upgrade the existing DPW vehicle fleet, new equipment purchased and delivered for the DPW in FY99 included two new sedans, four pickup trucks, and three pull trailers for the Park Maintenance Division.

In March of 1999, the Vehicle Maintenance Division purchased an anti-freeze coolant recycling machine. This machine allows any vehicle to connect, via a hose, to the anti freeze recycling machine. The anti-freeze is taken out of the vehicle, cycled through the machine, and then pumped back into the vehicle. All of the mechanics in the Vehicle Maintenance Division can

operate this machine. This procedure is yet another way in which recycling of products can be beneficial.

Each April, this division is responsible for conducting a taxi inspection during which close to 275 taxi inspections take place. The DPW mechanics in this division conduct the taxi inspections. Also, another 275 City-owned vehicles were issued annual inspection stickers from the mechanics of this Division.

The Vehicle Maintenance Division is one of several divisions in Public Works that has an established computerized work order and preventative maintenance system in place. An effective preventative maintenance program concurrent with a daily vehicle checklist report by all DPW drivers has had a substantial impact on reducing vehicle downtime over the past several years. For FY2000, this fleet maintenance program will be upgraded to the fleet maintenance module under the Hansen Technologies Integrated Infrastructure Management System.

The Vehicle Maintenance Division is also responsible for removal of freon from white goods, such as refrigerators and air conditioners, which are collected from the City each week. This method of in-house removal of freon from white goods results in a cost savings to the City, since this job no longer requires the City to pay an outside company to perform this work. The freon is removed by certified DPW Vehicle Maintenance employees and then filtered into large steel tanks, which are then sent to a recycling company.

Community Development

The goal of the Community Development Department (CDD) is to enhance the overall living environment and quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change and by encouraging economic growth to strengthen the City's tax base, produce new employment opportunities and provide services to residents. In all of its activities, the Department seeks to strengthen communication between departments of City government, residents and the business community. The Department utilizes its resources to achieve these goals through preserving and developing affordable housing, strengthening the vitality of commercial and business districts, renovating neighborhood parks and playgrounds, planning transportation improvements that serve all modes of transportation, implementing projects to reduce pollution of the City's air, water and soil, enhancing the character of each of the City's 13 neighborhoods, and managing growth in the best long-term interests of the City.

In FY99, the Community Development Department program was implemented by a 54-member staff that administered \$24.1 million in federal, state, local and privately funded projects. Since much of the Department's work is funded through federal programs, including CDBG, HOME and the Lead Hazard Control Program, the Department closely monitors and advocates for continued federal funding of programs which serve Cambridge. Although this year's CDBG funds were increased by \$46,000, the overall lack of funding from the federal government for affordable housing development and preservation will continue to affect the City's efforts to provide housing for its residents.

The Community Development Department performs its work as part of a public process in which a broad array

of interests and viewpoints are represented including those of appointed boards and committees, citizen and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides support to a number of standing committees, boards and commissions, and citizen organizations including the Planning Board, the Affordable Housing Trust, Cambridge Neighborhood Apartment Housing Services, the Citywide Growth Management Advisory Committee, the Green Ribbon Open Space Committee, the Harvard and Central Square Advisory Committees, the Pedestrian Committee, the Bicycle Committee, the interdepartmental Open Space, Transportation, and Permit and Licensing Streamlining committees, the East Cambridge Planning Team and Area Four Coalition. The Department also works to advance a variety of community and neighborhood initiatives with the assistance of ad hoc advisory committees including the North Cambridge Railroad Safety Study Committee, Fresh Pond Master Plan Advisory Committee, Cambridge Street Working Group, Alewife Neighbors, Inc., Cambridgeport Roadways Citizen Advisory Committee, Porter Square Shopping Center Advisory Committee, as well as close cooperation with many subcommittees of the City Council including the Housing and Community Development Committee, the Economic Development, Training and Employment Committee, the Ordinance Committee, the Environment Committee, and the Traffic and Transportation Committee.

This year, the Department continued to develop policies and implement programs to increase and preserve affordable housing opportunities for low and moderate income residents of Cambridge. The CityHOME initiative, which is now in its fourth year, has led to the creation or preservation of close to 1,500 affordable units of housing.



Churchill Court in North Cambridge provides 12 new rental apartments for low-income residents.

This initiative represents the City's primary response to the major changes occurring in the Cambridge housing environment, including the end of rent control, a rapidly escalating real estate market, and the decrease in federal housing spending. In FY99, the City aggressively moved forward on its commitment with development of 109 affordable multifamily rental and homeownership units, and purchase of 11 units under the Cambridge Home Buyers Initiative. The Inclusionary Zoning Ordinance, which requires a 15 percent set-aside of affordable units in

new residential developments of 10 or more units, is now in effect and is administered by the Department. This year, two affordable condominium units were made available to first-time homebuyers and another 18 units are in the development and planning phases. In addition, the Department has continued to monitor the status of large expiring-use apartment buildings, negotiating with the owners of three such buildings to preserve affordability of rental units.

In FY99, the Citywide Growth Management Advisory Committee (CGMAC) and the Department worked toward zoning recommendations regarding backyard open space (adopted by City Council in July 1999), transition zones and appropriate measures to limit the impacts of development. An informational zoning bulletin, focusing on transition zones, was published and widely distributed throughout the City. A series of public workshops was held in the spring on the desired Cambridge of the future. Nearly 100 people came together at each session to discuss city goals and long term visions. Working from these goals and ideas, and supplemented by responses received through the internet and by mail, the CGMAC and the Department forwarded a set of recommendations to the Planning Board for action in September 1999, including continuation of the interim IPOP special permit requirement.



Participants in a Saturday workshop held by the Citywide Growth Management Advisory Committee (CGMAC) and the Community Development Department, had the opportunity to explore different zoning scenarios to shape the future of Cambridge.

In February 1999, the City Manager appointed a 17-member Green Ribbon Open Space Committee to develop criteria to guide the City's acquisition of additional open space. The Committee, with assistance from the Department and representatives from the City Manager's Office, the Recreation Department and the Department of Public Works, analyzed open space needs, beginning with an inventory that categorizes usage of existing open space and identifies under-served areas and needs. The Committee expects to make recommendations to the City Manager in fall 1999.

Central Square continued to be the focus of planning and design activities. To ensure that the Square's retail mix is responsive to neighborhood needs, the department commissioned a nationally known retail consultant to analyze and report on the Central Square

retail market. The study included a telephone survey of 400 residents, focus group discussions, a census data update, a profile of the retailers and competing districts, field observations of the way people use Central Square and identification of gaps in the retail mix. The final report will make recommendations that can be implemented by the City and by businesses for guiding the development of the district over the next five years.

Cambridge Street revitalization efforts also moved forward with the completion of the urban design and transportation improvement master plan. The project is scheduled to enter construction in the spring of 2000. In addition, four facade improvements were completed on Cambridge Street; two are under construction and five more are in the planning stage under a \$35,000 matching grant program sponsored by the City. In conjunction with this initiative, several of the participating business owners received loans at favorable rates to renovate the housing above their facades, through a special program offered by East Cambridge Savings Bank. City staff also helped convene a new Cambridge Street Business Association. The Department sponsored a visual merchandising program for Cambridge Street merchants to introduce low cost design and display techniques that improve sales.



The Prospect Liquors storefront on Cambridge Street is shown before (*top*) and after (*bottom*) façade improvement. Participants in the City's Façade Improvement program receive up to \$35,000 in matching grant funds to upgrade their ground-floor storefronts.

During the past year, more than 510 businesses have received services through the City's various economic development programs including counseling and technical assistance, the Cambridge Business Loan Fund (CBLF), bank financing referrals, seminars, and the Women Owned Business Directory. The Department also prepared the first edition of the Cambridge Minority Owned Business Directory. The series of brochures describing how to obtain permits and licenses was expanded this year to include brochures on how to start a business and how to obtain Historic Commission permits.

Complementing these efforts to revitalize retail districts and support the business community, the Department commissioned a study of ways to promote Cambridge globally as a location for high tech businesses; outreach to international trade and investment organizations is now underway.

Improvement of Cambridge's transportation infrastructure continues as a priority for the city, with emphasis on initiatives to promote public transit and other non-automotive modes of travel. Efforts over the past year have included both large and small-scale roadway improvements. The City completed design work for the Fresh Pond Parkway enhancement and North Point infrastructure projects. The Fresh Pond project, now under construction, will result in improved crossing opportunities, new bike paths and new landscaping along the Fresh Pond Parkway corridor. North Point will include new infrastructure, lighting and landscaping to support existing and future development such as the MDC North Point Park. In addition, six new traffic calming projects were designed and the right-of-way acquisition was completed for the Cambridgeport Roadways Project.



Traffic calming at the intersection of Granite and Pearl Streets in Cambridgeport has improved the function and visibility of this crossing.

In August 1998, the League of American Bicyclists awarded Cambridge national status as a Bicycle Friendly Community. The league bestows this honor on cities and towns that make cycling a priority in the planning and provision of transportation facilities and educational programs. The City also received a Regional Excellence Award from the Metropolitan Area Planning Council (MAPC), in May 1999, for significant demonstration of regional cooperation in implementing the Minuteman Bikeway.

This year, the Department worked with the City Council to pass the Parking and Transportation Demand Management (PTDM) Ordinance and helped 17 employers develop plans to reduce drive-alone automobile trips. With passage of the Interim Planning Overlay Petition (IPOP), the Department worked with the Planning Board and the Traffic, Parking, and Transportation Department to develop traffic impact criteria for proposed major development projects and evaluated impact studies submitted by project proponents.

The City's active participation in the Central Artery/Tunnel Project (CA/T) mitigation process over the past year has helped to minimize negative impacts of the project on Cambridge. The Department has also ensured the MBTA's commitment to study Urban Ring alternatives that include connections to the Green and Red Lines in Cambridge and provide up to five station stops within the City.

Reflecting the City's concern for protection of natural resources and limiting potential human exposure to toxic substances, the Department continued work with Alewife Neighbors, Inc. to ensure that contamination on Russell Field and the W.R. Grace site do not pose a threat to field users and neighborhood residents. In addition, Cambridge joined the Cities for Climate Protection Campaign and launched a new initiative to reduce greenhouse gas emissions and increase energy efficiency both in municipal operations and citywide. The first step in this process, which began in spring 1999, is an inventory and analysis of greenhouse gas emissions which will be used to establish reduction targets and develop an action plan.

Lead-Safe Cambridge completed deleading of 70 residential units and this year received a Merit Award from the American Society for Landscape Architects (ASLA) for its Safer Soil Pilot Program. Cambridge was also nominated for a 1999 U.S. Department of Housing and Urban Development (HUD) Best Practices Award for the quality of Lead-Safe's outreach and education services. This year, the Program worked with the Department's Housing staff to produce the City's first Spring Home Fair, providing information about affordable housing opportunities, home renovation and lead safety.



Corporal Burns Park in Riverside was renovated this year.

FY99 saw continued improvements to the City's inventory of open space, with renovation of the Library

Tot Lot, Corporal Burns Park, the Longfellow School Playground and the City Hall Annex. The City also participated in discussions with the MDC regarding a joint management agreement that would give Cambridge priority use of Magazine Beach in exchange for capital investment by the City.

HOUSING

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing opportunities in the City. In the face of major changes to the local housing market and federal housing programs, the Division completed the fourth year of the CityHOME Initiative. The Initiative, created in collaboration with the Cambridge Affordable Housing Trust and supported with a \$4.5 million allocation of City funds in FY99, carries out the City's affordable housing goals by encompassing three major program areas:

1. Affordable Rental Housing:

- The Multifamily Acquisition Program provides major financial support to non-profit organizations to acquire existing multifamily rental properties, renovate them, and operate them as permanently affordable housing.
- The Affordable Housing Rehab Loan Program, administered by Cambridge Neighborhood Apartment Housing Services (CNAHS), provides low-interest financing to private owners of multifamily housing in return for a set-aside of units for lower income residents.
- The preservation of expiring use restriction and other federally-assisted housing has been supported by providing substantial technical assistance and organizing support to residents and owners of these buildings with the goal of preserving long-term affordability.

2. Homeownership Services:

- The Cambridge Home Buyers Initiative provides financial and technical assistance to eligible buyers of homeownership units.
- First-time homebuyer classes provide information to those new to the home buying process. Home Buyer clubs provide intensive training for potential homebuyers on savings and credit issues.
- City-sponsored development of homeownership units provides ownership opportunities at affordable prices for eligible first time buyers.

3. Housing Access Services:

- Information and referral systems help Cambridge residents locate affordable housing opportunities.
- Targeted outreach to former protected rent control tenants and other lower income residents.

The Housing Division carries out a broad agenda of affordable housing activities. By combining CityHOME resources with federal CDBG and HOME funds, as well as leveraged state funds, the City is able to provide major financial and technical assistance to our project partners.

They include nonprofit organizations such as Homeowner's Rehab, Inc. (HRI), Just-A-Start Corporation (JAS) and CASCAP, Inc., and the Cambridge Housing Authority.

FY99 Accomplishments in Housing:

- Provided major funding and technical assistance for the acquisition, new construction, substantial rehabilitation, or long-term preservation of 106 affordable rental housing units and three affordable homeownership units by local public and non-profit developers. Provided technical assistance for seven additional projects in predevelopment phase.
- Continued implementation of the Inclusionary Zoning ordinance with one project complete (containing two affordable units) and another three projects in the planning and development stage (containing 18 affordable units).
- Provided first-time homebuyer training to 474 residents, individual buyer counseling to 163 residents, and financial and technical assistance through the Cambridge Home Buyers Initiative that enabled 11 low and moderate income residents to purchase a home in Cambridge with long term affordability protections. These highly successful programs have served over 3,000 residents since 1994.
- Worked with CASCAP to complete the development of Harvard Place (the former Harvard Manor Nursing Home), to provide 21 units of assisted living for low-income elders. The first residents are scheduled to move in during August 1999.



Harvard Place, on the site of the former Harvard Manor Nursing Home, contains 21 assisted-living units for low-income elders and has brought new life to a historic structure in Mid-Cambridge.

- Worked with Just A Start Corporation to develop Churchill Court, a 12 unit low income housing tax credit rental development in North Cambridge.
- Transferred city-owned property at 63 Cedar Street to the Affordable Housing Trust for the purpose of developing three homeownership units; the Trust designated Interfaith Action, Inc. as the developer.

- Worked with Homeowner's Rehab., Inc. to finance and complete construction documents for Auburn Court II, a 60 unit mixed-income rental development in Cambridgeport. Construction will begin in FY2000.
- In partnership with Just A Start Corporation, gained site control of Squirrel Nut properties in Area IV to develop affordable housing and open space; and through CASCAP, secured 8 Bigelow Street for the production of affordable studio and one-bedroom apartments. In both instances, site control for the nonprofit developers was achieved by competing in the private market.
- Worked to preserve affordable housing in three expiring use buildings through negotiations with the owners.

ECONOMIC DEVELOPMENT

The Economic Development Division is responsible for a wide range of community economic development activities designed to meet the City's need for a diversified and thriving economic base. The division offers programs geared to the specific characteristics of the Cambridge economy in the following areas: supporting entrepreneurship, preserving a strong employment base, maintaining a sound real estate market, improving access to capital and promoting a dynamic business climate.

FY99 Accomplishments in Economic Development:

- Completed the Cambridge Street Master Plan for streetscape and roadway improvements; design was displayed at four storefronts along Cambridge Street in January 1999. Worked with the Arts Council (under the City's 1% for Art Program) to convene an artist selection committee for the design of the new reading garden at the Valente Library.
- Completed four facade improvements on Cambridge Street; two additional facades are under construction and five more preliminary designs have been approved.
- Convened a Cambridge Street Business Association and will continue to provide staff support as the organization takes shape. Engaged a consultant to present a visual merchandising seminar for Cambridge Street businesses and conduct 15 individual consultations for small retailers on the street.
- Commissioned a retail market analysis of Central Square and presented the results at a public meeting and at a Central Square Business Association meeting. The analysis identified 12 categories of retail business that are underrepresented in the current retail mix. Initiated discussions with the new owners of the TAD building to see that ground floor vacancies are filled with the types of tenants identified in the market study.
- Worked with the non-profit Nora and Underground Railway Theaters and MIT on a plan to have the theaters become tenants in a new building proposed in Central Square.

- Monitored construction of University Park Phase III, which contains 270,000 square feet of office/R&D space. Coordinated the design review as well as the transportation and infrastructure planning for Phase IV, which contains 451,000 square feet of office/R&D space and 361 residential units
- Completed the design for Lafayette Square. The new pedestrian plaza and roadway improvements will route traffic away from residential streets and provide open space in the densely developed Central Square district.
- Retained a consultant to develop a global marketing strategy for Cambridge and met with representatives of international trade and investment organizations from Germany, France, Vienna, Japan and Canada to discuss the Cambridge business environment.
- Provided services to 510 businesses, including assistance with financing strategy, development of business plans, site searches, presentation of educational seminars, and visual merchandising improvement programs. Worked with the Cambridge Business Development Center to launch new programs for small business including mentored support groups for owners of small retail and service businesses.
- As part of the permit streamlining initiative, published brochures on how to start a business in Cambridge and how to obtain Historic Commission permits. A total of five brochures have been published.

COMMUNITY PLANNING

The goal of the Community Planning Division is to provide professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, providing construction supervision/monitoring for the city's park design and urban design projects, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. Additionally, the division's goal is to work with other City departments and the community to ensure high quality planning and design in a cost-effective manner for municipal construction projects.

Planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all of these participants, especially low and moderate income residents, are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as developers, institutions or other government entities.

FY99 Accomplishments in Community Planning:

- Based on the Department's work with the Planning Board, owners and the neighborhood, the City Council adopted new zoning for the IC/PUD district in North Cambridge.

- Worked with the Planning Board and the City Council on the first recommendations from the CGMAC process, zoning to reduce construction of backyard units and to increase the amount and quality of residential open space.
- Reviewed Planned Unit Development Special Permit for the Cambridge Research Park project, a master plan for housing, hotel, research and development, retail, and open space (including a skating rink), working with the Planning Board and the community.
- As part of urban design review for several projects in Kendall Square, began to develop a pedestrian plan. Major projects in the Kendall Square area included Biogen, Amgen, and Tech Square.
- Worked with the Planning Board on development consultations for University Park, including the Common, two housing proposals, two R&D buildings and a parking garage. Continued design reviews of the Winthrop Square project and the Cambridge Savings Bank project in Harvard Square; the conversion of the Engine 7 Fire Station in Kendall Square; and the Monitor Building at Lechmere Canal.
- Completed development of an open space database, which will track the inventory, condition and accessibility of each open space parcel owned by the city. Worked with Green Ribbon Open Space Committee to develop criteria to guide the City's purchase of additional open space.
- Completed revised and expanded Demographic and Socioeconomic Profile of Cambridge, which has been used in both the CGMAC and Green Ribbon committee processes and received wide distribution through the Department's web site.



Library Park was renovated this year and re-opening celebration was held in May 1999.

- Completed improvements at the following parks: Library Tot Lot, Corporal Burns Park, the Longfellow School Playground and the City Hall Annex. Continued to work with Open Space Committee on design, maintenance and inventory issues.

- Continued work with the Railroad Safety Task Force and consultant to advance to 25% design drawings for the three grade separated crossings at the commuter rail line in North Cambridge. As part of this process, completed a series of community meetings concerning each of the crossings.
- Published Strawberry Hill Neighborhood Study and completed work for the Cambridgeport Neighborhood Study, which will be published in fall 1999.
- Worked with Area Four Coalition on UDAG process for FY1999-2000 to budget and administer contracts for Area Four UDAG funds.
- Continued participation in the MDC Charles River Basin Master Planning process and the Fresh Pond Master Planning process. The Fresh Pond process is scheduled for completion in fall 1999 and will make recommendations relating to stewardship, access, facilities and recreation potential at the Fresh Pond Reservation.
- Continued work with the Porter Square Shopping Center Advisory Committee on the completion of the renovations of the Porter Square Shopping Center.

ENVIRONMENTAL AND TRANSPORTATION PLANNING

The work of the Environmental and Transportation Planning Division has four major components: planning transportation infrastructure improvements; implementing the Vehicle Trip Reduction Ordinance and carrying out other measures to reduce single-occupancy vehicle travel in Cambridge; administering the Lead-Safe Cambridge HUD grant; and protecting the environment through pollution source reduction and mitigation measures.

FY99 Accomplishments in Environmental and Transportation Planning:

- Planned pedestrian and bicycle improvements at various locations, including Huron Village and the Kendall Square area, and coordinated the newly established interdepartmental Crosswalk Safety Improvement Program. Worked with others to plan a multiuse path along the Watertown Branch railroad line. Safety efforts included installation of bicycle racks, introduction of blue bicycle lanes in Central Square, development and publication of new sidewalk snow clearance policies, installation of instructional stickers at all Cambridge traffic signals, and creation and distribution of a variety of safety educational materials.
- Completed traffic calming designs for Upland Road, Brattle Street at James, Granite Street, School Street, the Reed Block in Harvard Square, and Broadway at Market Street. Began the design process for Huron Village, Fayerweather Street, Lakeview Avenue, Sheridan Square, Rindge Avenue, Scott Street, and Cedar Street, and evaluated completed projects. Made 25 presentations of the City's traffic calming, bicycle and pedestrian projects at local, state and national meetings.
- Developed final version of Parking and Transportation Demand Management (PTDM) Ordinance and began implementation. Helped 17 employers develop and implement PTDM plans.
- Worked with Planning Board and Traffic, Parking, and Transportation Department to develop traffic criteria to guide the Planning Board in implementation of the Interim Planning Overlay Petition (IPOP). Implemented ordinance, reviewing 7 traffic impact plans submitted by developers. Worked with the Planning Board to evaluate traffic impact studies and mitigation strategies for proposed development.
- Coordinated design and community processes for major transportation projects: Cambridgeport Roadways, Fresh Pond Parkway, North Point, and Lafayette Square/Mass. Avenue. Completed design and construction documents for the Fresh Pond Parkway enhancement and North Point infrastructure projects.
- Completed a baseline traffic study for ongoing monitoring of Central Artery traffic impacts and continued implementation of monitoring and mitigation program; held 6 public meetings to keep community informed. Served on the Citizen's Advisory Committee which oversaw design of the MDC's North Point Park, part of the CA/T mitigation program.
- Participated in regional planning efforts of the Metropolitan Area Planning Council and the Joint Regional Transportation Planning Committee and continued work with the MDC on the Charles River Basin master plan process. Continued work on the MBTA's Urban Ring major investment study.
- Compiled ridership and performance data for all Cambridge bus routes and worked with the MBTA on cleaning and repair of Cambridge Red Line stations.
- Coordinated the City's role in review of 13 major projects subject to state-mandated environmental regulation, including the Massachusetts Contingency Plan, Massachusetts Environmental Policy Act, and Chapter 91 Waterways Program.
- Completed surface and subsurface soil and groundwater testing at Russell Field in cooperation with Alewife Neighbors, Inc. Held community meetings to discuss the results with neighborhood residents. Work is continuing to identify the potential need for remediation measures. Reviewed and provided comment on the proposed remediation plans for the W.R. Grace site.
- Undertook an initiative to involve Cambridge in the Cities for Climate Change program, which will include producing an inventory of Cambridge greenhouse gas emissions and development of a plan for reduction of emissions.
- Implemented the residential lead abatement program funded through two HUD grants totaling \$5.6 million. This year, deleading was completed in 70 private residential units, bringing the cumulative program total to 267 units since its start in FY95.

- Developed an innovative EPA Project XL program model for safely and cost-effectively removing and disposing of highly leaded residential soil. Will complete remediation of 14 sites by August 31, 1999 and produce a formal report with findings.
- Provided direct information on lead safety and referral services to over 3,500 individuals. Planned or participated in 48 community events, including Lead Poisoning Prevention Week, school-based workshops for young children, Cambridge Community Baby Shower, property owner workshops, Safer Soil workshops, CDD Home Fair, Cambridge River Festival, and Hoops and Health.



The Cambridge Lead Safe program participated in community events throughout the year to educate Cambridge residents about lead safety.

Historical Commission

The Cambridge Historical Commission was established in 1963 to administer the City's historic districts, publish the results of a survey of Cambridge's architecture, and research and mark historic sites and buildings. Since then, the Commission has made significant advances in preserving Cambridge neighborhood and properties, and has expanded its community outreach. The Commission presents educational and informational programs to local schools, organizations, and community groups; maintains a public archive of local historic materials and photographs; and pursues an active publications program. Staff members offer consultations on historic paint colors, technical assistance on restoration, and advice on preservation issues. The Commission also administers a preservation grant program for low- and moderate-income families. The Commission has also undertaken Restoration of some historic parks, such as Longfellow Park and Fort Washington.

The department's regulatory oversight provides the opportunity to advocate for historic preservation and to educate the community on preservation issues. The department reviews demolition applications for all buildings over 50 years old and administers five protected districts, which encompass approximately 2,900 buildings. These include the Old Cambridge and Fort Washington

historic districts, the Mid Cambridge, Half Crown, and Avon Hill neighborhood conservation districts, and two new districts under study. Historic districts are areas in which historic buildings and their settings are protected by review of publicly visible alterations, demolition, and new construction. Neighborhood conservation districts (NCDs) operate with autonomous commissions under procedures tailored to local conditions and needs. In FY99, the staff reviewed almost 400 applications for new construction, alterations, or demolition of protected properties, of which 131 required a public hearing before one of the commissions.

Individual properties may be protected either by a landmark designation enacted by the City Council or by a preservation restriction in which a property owner voluntarily transfers certain property rights to the City. At present, preservation restrictions and landmark designations protect 46 individual properties. The buildings at 25 Central Square (formerly the White Tower Restaurant, built in 1932) and 50 Quincy Street (The Church of the New Jerusalem, built in 1901) are the City's newest landmarks.

In January, the City Council voted to extend the Old Cambridge Historic District to include nine buildings on Arsenal Square, Concord Avenue, and Garden Street. Three buildings on Garden Street, formerly threatened with demolition, are being renovated for residential use and a well-screened accessory parking lot is being constructed as a result of negotiations surrounding the extension. This project will enhance an important gateway to Cambridge and alleviate parking problems in the neighborhood. By July 1998, the Council designated the Avon Hill Neighborhood Conservation District, an area of approximately 220 buildings southwest of Porter Square. The Avon Hill NCD reviews new construction and demolition in the area, protects National Register-listed properties through binding review of all exterior alterations, and seeks to conserve the neighborhood's mature landscapes and architectural diversity.

In May, the Commission held its third annual Preservation Recognition program, celebrating outstanding efforts to preserve and maintain historic properties throughout the city. Fifteen projects completed during 1998 were given Preservation Awards, and Certificates of Preservation Merit were presented to three properties for past contributions to historic preservation. Lesley College was recognized for its many preservation projects completed over the past 15 years. At the reception for past and current honorees, staff presented an illustrated "before and after" talk. The public is encouraged to nominate owners and projects that have made a significant contribution to the community through historic preservation.

During FY99, the Commission strengthened its commitment to community education. Staff created a series of five programs to introduce elementary school students to their city's school department, include illustrated talks on the settlement of Cambridge, immigrant groups, and notable women, as well as guided walking tours that explore neighborhood and architectural history. A flyer detailing the programs was distributed to all social studies teachers at Cambridge's 15 elementary schools in January 1999.

The Commission staff presented more than 70 programs during FY99 to an estimated audience of 2,500. Programs on specialized topics are offered, upon requests, to a wide range of groups. This year the staff led walking tours for groups as diverse as French architects, first-year Harvard students, and City employees. The staff conducted

an e-mail dialogue on acid rain with local science students and presented slide lectures on topics ranging from the history of the Cambridge Skating Club and the development of individual neighborhoods to the history of Fresh Pond. At Union Baptist Church, the Commission and the African American Heritage Trail Advisory Committee sponsored a talk on African-American genealogy by Rev. Franklin Dorman, author of *Twenty Families of Color in Massachusetts, 1742-1998*.

In response to a growing interest in neighborhood history, the Historical Commission inaugurated the Central Square Oral History Project in July 1998. Central Square, once Cambridge's downtown, is home to a diverse population, from second- and third-generation European immigrants to more recent arrivals from Latin America, Asia, and Africa. The project will examine the Square from a historical perspective and through the personal remembrances of residents, workers, storeowners, and shoppers from the 1920s to the 1990s. Publication is slated for mid-2000.

The Commission's growing public archive is used on a daily basis by a wide range of individuals from academic researchers to amateur genealogists to Cambridge homeowners interested in the history of their properties. The archive includes information on every building in the city; over 25,000 historic images; maps and historic atlases; and detailed biographic information on many Cambridge figures. During the past year the Commission received a donation of advertising materials from Squirrel Brand, a well-known Cambridge candy-maker; a complete run of *The Cambridge Sentinel*, a weekly newspaper published from 1908 to 1937; and photographs, postcards, books and maps from a variety of sources. Visitation has increased since our move to 831 Massachusetts Avenue (from 57 Inman Street). In FY99, staff assisted over 400 visitors and researchers in the office and fielded an even greater number of telephone and e-mail inquiries.

The staff of the Commission is available to assist Cambridge residents with practical advice. Staff made over 150 "house calls" and site visits to provide technical assistance to homeowners, institutions, public agencies, and businesses. Two staff members offer on-site consultations to homeowners to help choose historically appropriate exterior paint colors. During FY99, they conducted approximately 70 paint consultations and distributed 350 copies of the resource guide *Painting Historic Exteriors* to other historical commissions, historical societies, and individuals in Cambridge and throughout Massachusetts. This guide, which was written by Commission staff, discusses changing paint colors and applications in different historical periods and provides guidelines for achieving period appropriate paint color schemes today.

Conservation Commission

The function of the Conservation Commission is to undertake a variety of activities to improve and protect the City's natural resources. The Commission initiates environmental planning, monitoring and clean-up activities. They also assist community groups, watershed associations, and regional, state and federal agencies in a wide range of projects affecting the local and regional environment. The Commission has become more active in the evolving field of urban environmental management,

including efforts to restore the health of urban rivers such as the Charles River and Alewife Brook. The Commission regularly works with other City departments, providing assistance on technical and regulatory matters during planning, environmental review and permitting processes. The Commission also provides environmental information to property owners, and develops educational opportunities and materials for the public. Under the Massachusetts Wetlands Protection Act (MGL ch.131, s.40), the Commission reviews and issues permits for projects located in and around the wetlands, rivers, and floodplains of Cambridge. This regulatory function ensures that these resources continue to benefit the City by providing fish and wildlife habitat, protecting water quality, and minimizing the impacts of floods and storms on residences and businesses. The Commission oversees the Cambridge Community Gardens Program, with over 500 residents participating. The seven members of the Conservation Commission are City residents appointed to three-year terms, and are served by one permanent, full-time staff person.

FY99 Highlights

- The Commission continued to carry out its regulatory responsibilities under the Massachusetts Wetlands Protection Act, holding more than 37 public meetings/hearings on permit applications. The Commission also held pre-permitting meetings with applicants to assist them in the preparation of applications. The Commission also continued to follow through with on-site monitoring of active projects for compliance with permit conditions.
- The Commission reviewed Environmental Impact Reports, other documents filed under state and federal environmental protection laws, and planning documents for projects such as the redevelopment of the Com/Energy site in East Cambridge, siting of the new Neville Manor facilities, the Central Artery/Tunnel Project and rezoning of the W.R. Grace site in North Cambridge. The Commission worked with other City departments to ensure that these projects would not result in a negative impact to Cambridge's natural environment.
- The Commission continued to provide technical assistance on wetlands, watersheds protection, land use, open space and water quality issues to the Water, Community Development, Law and Public Works Departments.
- The Commission participated in master planning processes conducted by the MDC for the New Charles River Basin and for the Historical Charles River Lower Basin from the Museum of Science to the Watertown Dam. These efforts will lead to more public parkland in Cambridge and a long-term management plan for the Charles River Reservation.
- The Commission reviewed proposed changes to state water quality designations for the Charles River and Alewife Brook, and participated with other City departments in an on-going effort initiated by the EPA to improve water quality in the Charles River.
- The Commission administered the Cambridge community Garden Program, which provides hundreds of residents with an opportunity to plant and manage

an individual garden plot with fruits, vegetables, flowers, etc.

- The Commission's Director served on the Cambridge Watershed Advisory Committee, with representatives from the Cambridge Water Department and the towns of Lincoln, Lexington, Weston and Waltham. The purpose of the Committee is to ensure the availability and quality of public water supplies in the watershed through monitoring of development projects and preservation of important natural resources.
- The Commission served on the Fresh Pond Master Plan and Fresh Pond Natural Resource Stewardship Plan Advisory Committees. These Committees were established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.
- The Commission assisted the Water Department in obtaining a state Self-Help grant to acquire and manage 57 acres of conservation land in Lincoln, Massachusetts, which contributes to the City's drinking water supply.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continued its mission of promoting peace within Cambridge at the personal, neighborhood, and city-wide level among children, youth, families and across ethnic, racial and class lines. It was started 1982 to confront the concerns of nuclear war. The Peace Commission has expanded its mission to incorporate challenging local forms of discrimination which foster violence and promoting those ideas and programs that affirm diversity and build community within our City. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs to build understanding, community cooperation and social justice. The Commission is a link between communities facing violence, social injustice and bias, and the municipal government.

The Commission devotes special attention to the concerns of violence as they affect young people by addressing youth violence in Cambridge and collaborating with others to design creative programs which might prevent further violence. The Peace Commission has tried to promote non-violence at the school level through initiating programs and collaborating with school and community efforts to develop comprehensive policies which foster a community in which difference is understood and celebrated, the sources of violence are recognized and confronted, and all members of the school community can be part of an effort for equity.

The Peace Commission is unique in Cambridge (and within the United States) although it is fast becoming seen as the only real strategy for addressing the kinds of violence now affecting our cities. Programs of violence prevention have been shown to fail if they are not grounded in fertile soil. The Commission is creating that fertile soil through projects such as the Peaceable Schools Campaign for teacher-training in conflict resolution and creating peaceable classrooms. The Commission is supporting campaigns to confront the culture of violence, which profits off our

children and communities by promoting violence as toys and fun. The Commission provides a framework and perspective, which links the realities of violence, both local and national, and begins to offer programs that can have lasting impact. The Commission acts as a network center for Cambridge, linking peace organizations, community groups, school and university efforts, and neighborhood concerns with each other and the City. Finally, the Commission continues to be a source of community-building through initiating a monthly networking tea for activists and annually recognizing and celebrating Cambridge peacemakers.

Creating Programs to Resolve Conflicts and Promote Peace-Making in the Classroom

- **Alternatives to Violence: Creating Urban Peaceable Schools Institute:** In collaboration with the Peaceable Schools Group (PSG) (Lesley and Wheelock Colleges and the Cambridge School Department), the Peace Commission organized and ran the seventh annual Summer Institute, reaching 165 teachers.
- **Affirmative Action Diversity Working Group:** A committee of School Department administrators, multicultural programmers and Peace Commission members, continued their work towards assessing and implementing multicultural, safe school environments. In the wake of the issues about race and class in the schools, the committee met regularly with the superintendent's team and was successful in having a position for multicultural coordinator written in the budget.
- **Anti-Bias, Anti-Violence Elementary Education Initiative:** Initiated by the Peace Commission and Literacy Connections, a group of early childhood educators and day care directors have convened a series of meetings to look at how to build alliances between anti-bias work in the classroom and anti-violence work.
- **Conflict Resolution and Bias in Elementary Schools:** The Commission collaborated with the Middle Schools program coordinator to offer a specific innovative curriculum on conflict resolution and social justice to four schools. During the bombing and war in Kosova, there was a collaboration to work with teachers and schools to provide materials for support of those being bombed, support for Serbian families experiencing hostility and materials about war and peace-making.

The Commission collaborated with the School Department family coordinator and worked with all 7th grade classes. The sessions focussed on name-calling, bullying and prejudice and will continue into the fall.

The Commission continues to develop an extensive library and workshop materials on conflict resolution, peace education, non-violence and multicultural awareness. Both materials and staffing from the director have been made available throughout Cambridge's schools.

- **Military Recruitment Policy:** The director met as part of a school department team to update the policy banning military recruiters at the High School. Out of concern about access by recruiters to students in unsupervised settings, the team offered a compromise

enabling recruiters access to students upon request to be supervised by the career office and a representative of the Peace and Human Rights Commission.

Promoting Understanding Across Differences: Building Peacemakers

- **Summer Youth Peace and Justice Institute:** After 14 years of an international work-for-peace camp in Cambridge, this summer the Peace Commission stayed local launching a 6-week Peace and Justice Institute with 17 CRLS students. Funded as a special project through the Office of Workforce Development, the youth met daily during the week to talk about issues that were important to them such as race and class; learn information about global concerns of sweatshops, Burma, and nuclear weapons; develop skills for organizing and learning about civil, political and human rights. In the wake of the recent school searches in Cambridge and stories about individual troubles, two of the sessions focused on "knowing your rights". The Institute youth also collaborated with Project HIP-HOP to learn about the history of civil rights in the United States. During the week of August 6, the youth received training from Peace Games and then worked in local day camps offering a morning of peace-making activities.

To involve the larger Cambridge community in the Institute experience, the group will be offered a number of Thursday evening programs on economic justice and sweatshops with Jobs with Justice, showing the movie *Slam* followed by some discussion with AFSC staff on "Political Prisoners", and a discussion with Howard Zinn author of *People's History of the United States*. In recognition of the anniversary of the bombing of Hiroshima, the youth of the Institute teamed with interns at the Tufts Peace and Justice Institute and other peace groups to offer a program called *Generations for Peace: An Evening for the Abolition of nuclear weapons, violence, racism and war*.

Creating Programs for Cambridge Youth Leadership

- **Youth Peace and Justice Corps:** The Youth Peace and Justice Corps (PJC) is a Cambridge-based project in which a multi-racial group of high school students (with college and adult staff) come together to create a community for community service and social justice. Now in its seventh year, PJC is a work-in-progress, a continuing effort to create and sustain a politically aware setting for fostering youth consciousness and activism.

All of the youth participated in panels reaching out to college students, teachers and others in the community through speaking presentations at Lesley College, Harvard University, CRLS workshops and collaborative actions including Teens Against Gang Violence, HIP-HOP, ACTION, CAPAY, Immigrant Rights Voting Project, and the Grassroots Race and Class Initiative to advise them about youth issues.

The Peace and Justice Corps was also successful in securing some funding for the upcoming year through the city of Cambridge, the Haymarket Foundation and two anonymous donors.

Recognizing City-Wide Efforts for Peace and Justice:

- **Fourth Annual Peace and Justice Awards Dinner:** The Peace Commission recognizes people promoting peace and justice in Cambridge. The Commission sent out hundreds of nomination forms and encouraged the agencies and individuals who received them to nominate "youth, elders, activists, "inspirers" and "survivors" - people who are role models - individuals or programs who keep "their eyes on the prize", see the peace and hold on. Churches, schools, day care centers and communities all over Cambridge responded to the opportunity to honor some of the many Cambridge people who have contributed to decreasing violence, building community or increasing justice for Cambridge residents. Recipients from past years also helped to add the names of people they thought deserved.
- **Networking Teas:** The follow-up to the dinner in the form of a monthly "activist tea" continued at the Middle East Restaurant on the first Wednesday of each month. Individuals arrived throughout the afternoon, shared their work, offered resources or looked for help.

Community Awareness Programs - Affirming Diversity

- **Race and Class Forums and Program:** In collaboration with the Human Rights Commission, Eviction Free Zone and a School Committee member, the Commission organized a program and a series of follow-up sessions and document entitled "The Trouble I See: Cambridge begins the difficult discussion on race and class." For an October 22 event which attracted more than 180 people from Cambridge, the Commission brought together and trained a team of facilitators including youth from the High School and chose speakers to outline issues of race and privilege and create a call for action to address problems of race and class in Cambridge.

The Commission also participated as part of an on-going leadership roundtable on race and class with representatives from local government, educational institutions, businesses and community agencies. The round table developed a calendar to coordinate events on race and class and produced one sample version.

The director worked with the Mayor's initiative to try to find common ground between a proposal for dialogue and the October 22 program for action.

The Commission participated in writing a piece and attending meetings in support of city workers of color facing unwelcoming work environments and parents speaking out against the searches of their children and arrest by police.

The director participates within the city on its diversity initiative through membership on the committee on "Recruiting, Hiring, and Promoting".

- **Remembering the Holocaust:** Every year, the city of Cambridge remembers the events of the Holocaust with a program and series of events, which connect the history, and the lessons of the Holocaust with

current issues. This past year, the Peace Commission chaired the effort which was a collaboration with a committee of city departments including the Cambridge Public Library, Cable Television, Multicultural Committee of the Department of Human Services Programs, Human Rights Commission, Mayor's Office, School Music department, Women's Commission and community agencies including the Multicultural Arts Center, Congregation Eitz Chayim, Temple Beth Shalom of Cambridge, Cambridge Community Television and Rep. Alice Wolf. This year's programs "Courage, Conscience and Compassion" focused on the voices of survivors of the Holocaust and some attention to those who rescued them. The commemorative evening program on Thursday, April 15 was attended by more than 200 community members.

Two special library programs complemented the evening commemoration program at the North Cambridge branch. On April 27, Marlene Booth showed her video: "When I was 14", the story of a Hungarian teen who lived through Auschwitz and six other concentration camps. On April 29, Cambridge author Halina Nelken read from her new book And Yet, I Am Here! a diary of the permanent destruction of her Polish life and her internment in Auschwitz and Ravensbruck.

Complementing the programs was a poster done by artist Rick Rawlins and widely distributed to public agencies.

- **Sister City Efforts:** The Commission continues to be an active member of the Cambridge El Salvador Sister City project working with the committee to maintain connections with El Salvador in the current condition of peace but economic hardship. The Commission continues to support the Cambridge-Yerevan Sister City Project through joint receptions and support for the Armenian youth delegation. Art materials from all the sister cities are located at the Commission, and it acts as a general resource for each of the cities.

Acting Locally for Global Concerns and Globally for the Community

- **Hague Appeal for Peace:** In the spring of 1999, five members of the Peace and Justice Corps were selected to accompany the director of the Commission to attend the international Hague Appeal for Peace, a five day conference in Holland with more than 6,000 participants from all over the world including about 1500 youth. All the funds to send the group were raised from the community. PJC members brought with them their experience of the Corps to share with other youth and attended dozens of workshops on many issues.
- **Kosovo:** In the wake of the NATO bombing of the former Yugoslavia, the commission collaborated with local peace organizations to sponsor a weekly vigil, and distribute on-going information about the situation.
- **Support and resolutions against unwarranted injustices:** In on-going support for Haiti, the Commission continues to be an active participant in the New England Observer's Delegation to Haiti

(NEOD) supporting gatherings on Haiti and helping to formulate the on-going support for grass roots efforts for democracy in the country. In conjunction with local coalitions of community groups, the Commission has worked with delegations traveling to Northern Ireland as part of PeaceWatch Ireland, supporting the people of Chiapas, and working with efforts of Visions Middle East Group in their forum on the 50th Anniversary of the founding of Israel.

- **Boston Okinawa Group:** The Commission hosted a reception for 40 delegates from Okinawa and Japan who are working as part of a majority movement to end the presence of US military bases in Japan. The Commission has also been part of the distribution network for a video produced by the organization.
- **Peace Messenger City:** Cambridge has continued its membership in the International Association for Peace Messenger Cities through email networks and participation in the joint meeting and workshops at The Hague which included the mayors of The Hague, Hiroshima, Como, Dakar and Geneva.

Creating Community Service Collaborations for Violence Prevention

- **Clergy Connection:** The Director has met with the Harvard Square and Central Square Clergy to hear their concerns about violence in Cambridge, share Peace Commission and Violence Prevention ideas and set up networks for on-going communications as well as regularly attending the Boston-area Ten Point Coalition to support their work in taking on violence and economic injustice.
- **Community Crisis Response Team:** The Director is part of the Community Crisis Response Team based at Cambridge Hospital offering intervention and effective processing to the whole communities affected by local traumas.
- **Conferences for Building Peace Cultures and Abolition of Nuclear Weapons:** The Director was invited as a facilitator and speaker at the Boston Center for Research in the 21st Century of "Building a Culture of Peace" and organized a forum on "Abolition for the Year 2000".
- **Peace Educators Network:** The Commission is working with the social action program at Harvard to develop Cambridge community sites for students as well as a pairing of activist college youth with High School. The Director of the Commission serves as a board member and advisor to education for Action.

Building City/University Efforts for Peace

- **Bunting Institute Peace Fellowship – Radcliffe College:** The Commission Director has been an on-going member of the Bunting network for community issues including participating in the committee to select the 1998 Bunting Peace Fellow. This past year, the commission provided extensive support to 1997 Peace studies recipient and founder of the Association for Israeli-Palestinian Physicians for Human Rights.
- **Collaboration with Education for Action:** The Commission is working with the social action program

at Harvard to develop Cambridge community sites for students as well as a pairing of activist college youth with High School. The director of the Commission serves as a board member and advisor to education for Action.

Working with Peace Organizations

The Peace Commission through its director and Commissioners continues to be actively involved in on-going networking and collaborations with national and local peace organizations based in Cambridge.

The Director is assisted by a volunteer group of Commissioners (ages 18 to 75) representing Cambridge clergy, teachers, CRLS graduates, neighborhood activists, parents and others wanting to make Cambridge a city of non-violence, justice and community.

Office of Cable Television

Channel One

During FY99, Cambridge Municipal Access Television cablecast over 17 hours a week of regular series programming and about five hours a week of special, or annual project programming.

In addition to programming produced for viewing on Channel One, the Cable Office serves as an in-house television production facility for all city departments. Over 30 departments regularly make use of this service for the production of training tapes, informational videos, public service announcements, or for coverage of important departmental events and programs.

Our primary goal is to increase resident awareness of the city while promoting a sense of involvement and participation with city government. We are currently in our 13th year of city council coverage and our eighth year of overseeing school committee meetings coverage in addition to programs, documentaries, public service announcements, and training tapes produced with city departments. As the Cable Office's outreach to city departments grows, Channel One's impact within the city government will continue to expand.

Municipal Television - Special Programs

Most viewers become acquainted with Channel One through live cablecasts of the Cambridge City Council, yet the production output of the Cable Office features a much wider reach in terms of programming. Last year, additional programming included coverage of such events as: *Handel's Messiah* from Kresge Auditorium. Each year, Channel One continues to increase the number and type of these special programs along with our coverage of such annual city events as the *City Run '99*, the city's annual road race around Fresh Pond each spring, *National Night Out*, a crime awareness production to wave goodbye to crime in our city, and official ceremonies connected with *Veterans' Day* and *Memorial Day*, all of which have become staples of our programming year. Channel One will also provide special live coverage of the *Cambridge City Council Inauguration* and the *FY00 Budget Hearings* in there entirely.

Community and Public Safety Programs

Coverage of public safety and community oriented events continued to increase over the last year with the production of regular programs for both the Police and Fire Departments. In addition to regular programs on public safety, fire prevention, and numerous public service announcements, the Cable Office also produced more specialized programming for these departments.

The Cable Office, in conjunction with the Police Department, continues to produce special informational programs. These programs highlight police operations and introduce viewers to many of the key figures in the department. Regular fire prevention programs are also produced to keep residents aware of seasonal safety tips and changes in fire prevention. The Cable Office continually covers Fire Department training through the State Fire academy and in stations throughout the city. Not all of what we shoot goes out over the cable system, however, the Cable Office also serves as an in-house video production department to produce training tapes for these and other departments. The use of video as a teaching tool will result in improved services for all Cambridge residents.

Keeping residents in tune to local issues is also a priority. The Cable Office also keeps in touch with other offices on Cambridge related issues. *The Boston Harbor Project* was a cablecast program and included relative information.

Health Care, History, and the Arts

An emphasis on history and preserving the historical figures in our city was also a priority. A 10 part series of historical programs highlighting Cambridge people is in pre-production and slated to be aired in January 2000.

The coverage of *Handel's Messiah*, from Kresge Auditorium was another holiday favorite on Channel One, along with *Lift Every Voice - A Gospel Concert Celebrating Black History Month*. These programs highlight some of the best talent in the city.

A series of author reading programs produced in coordination with the Cambridge Public Library featuring many prominent national authors reading to a large audience in the lecture hall at the library. Such demand on these programs resulted in copies available in city libraries for checkout.

Consumer Assistance

Although cable programming may be its most visible aspect, the Cable Office regularly serves as a source of information on cable and other communication realms and as a liaison for Cambridge residents who are in need of assistance in dealing with the licensee. The Office handles everything from simple informational requests to complaints about service and billing disputes. Through proper affiliation, the Cable Office stays abreast of all the legal, technical, and consumer oriented areas of the cable television arena. Constant effort is being made to sort out multiple issues and new regulations.

Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 95,000 permanent residents. The CWD operates as an agency of City government under the general direction of the City Manager who delegates the overall responsibility of the water operation to the Managing Director. Five members comprise the Water Board, all of whom are appointed by the City Manager and serve as an advisory board to the Managing Director and staff. The CWD is regulated by federal and state drinking water codes. Operating budget, debt service and capital improvement projects are financed by the sale of water. An increasing block rate structure (refer to Table I) serves to promote water conservation by means of a progressive pricing schedule that raises the cost per unit of water service in the blocks of higher consumption. The rate structure, which was approved by the City Council on March 22, 1999, consists of five incremental block rates for water consumption during the period beginning April 1, 1999 and ending March 31, 2000.

TABLE I

| | Consumption (CCF)¹ | Water Rate (\$/CCF) |
|---------|--|--------------------------------|
| Block 1 | 0-40 | 1.98 |
| Block 2 | 41-400 | 2.14 |
| Block 3 | 401-2,000 | 2.26 |
| Block 4 | 2,001-10,000 | 2.41 |
| Block 5 | Over 10,000 | 2.59 |

¹CCF is an abbreviation for 100 cubic feet, one CCF is approximately 750 gallons.

We are pleased to report that there was no increase in the water rates this year. Rates are traditionally established so that revenues generated by them cover 100 percent of related costs. However, beginning in FY98, the City Council has established water rates that have not only covered anticipated expenses, but that have also allowed for annual increases in the balance of the Water Fund. The increase in the Water Fund balance has occurred in anticipation of the construction of a new water treatment plant and related facilities.

This project, which is estimated at \$76.7 million including the cost of MWRA water during construction, is currently under way with completion anticipated in the beginning of the year 2001. The Water Fund balance will be drawn down in fiscal years 2000, 2001 and 2002 to help offset the large increase in annual debt service associated with the new treatment plant. The utilization of the Water Fund balance to lessen the impact of the new debt service, so as to limit annual water rate increases to the vicinity of 6 percent, by combining with the rapid drop off in existing debt service (i.e. primarily associated with the cover for the treated water storage facility located at Payson Park) to limit annual water rate increases to the vicinity of 6 percent despite the cost associated with the new plant.

The first debt on the treatment plant, \$40 million, was issued in July and generated \$1 million in debt service costs during FY99. However, the increase in debt service is offset by over \$1 million of savings in operating costs as a result of the shut down of the existing plant. At its peak, the debt service on the new plant is expected to total \$7 million annually, which is approximately 75 percent of the

total FY98 projected water related expenditures. During FY99, the Department qualified for a \$12 million reduced interest loan from the Drinking Water State Revolving Fund (DWSRF). These funds will further reduce the impact of the project construction cost on the water rate.

The City continues to offer a Senior Citizen Discount Program for water and sewer use. This program, which was implemented in FY91, provides senior citizens with a 10 percent or 25 percent discount on water/sewer bills depending on certain qualifications. Any resident who owns and occupies his or her home and who is 65 years old or older on July 1st qualifies for the 10 percent discount. This discount may not exceed \$60 for the fiscal year. To qualify for the 25 percent discount, a homeowner must be 70 years of age or older and must have been granted the Clause 41C Elderly Real Estate Exemption, which is based on demonstrated financial need. This discount may not exceed \$150 for the fiscal year. During FY99, 2,773 households took advantage of the discount programs, at savings of approximately \$142,960.

The CWD is comprised of five major divisions:

1. Administration
2. Watershed
3. Water Quality and Treatment Operations
4. Transmission and Distribution
5. Engineering and Program Development

Accomplishments achieved this year are summarized by division.

Administration

The Administration division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development and customer service. This division is also responsible for processing quarterly water bills for the 13,867 metered accounts in the City and performing quality control inspections for leaks, faulty registrations, damaged meters and illegal water connections.

For the third consecutive year, the Department was honored in the Massachusetts Department of Environmental Protection (DEP) annual drinking water system awards for overall system operations. This recognition is based on level of staff training, watershed protection, distribution system operation, treatment, monitoring, and compliance with regulations. Based on previous honors received, CWD was not able to apply for recognition in the areas of Consumer Awareness and Watershed Protection, although the Department's efforts in these areas continued.

Other significant accomplishments achieved this year in Administration division are as follows:

- The automated meter-reading (AMR) steering committee has acquire information on options establishing the ground work for a pilot program in FY00.
- Continued with an on-going public relations program to improve the way we serve our customer base and to increase public education in connection with general water works activities as well as the construction of a new water treatment facility.
- Continued to implement workforce training to maintain regulatory compliance and to instill

uniformity of work practices and promote and sustain a diverse work place.

Watershed

The Watershed division is responsible for the management and operations of the City's four reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Division develops and implements complex watershed protection plans, which include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and stormwater management.

A great deal of staff time was spent contributing to the development of the Fresh Pond Master Plan via the Fresh Pond Master Plan Advisory Committee which was established in October 1997. Important components of the Fresh Pond Master Plan – the Natural Resources Inventory and the Natural Resources Stewardship Plan – were completed this year. Information from the Inventory and Stewardship Plan is being used to develop goals and recommended next steps to protect and enhance the natural resources at the reservation. The Fresh Pond Master Plan is expected to be completed in the fall of 1999.

With construction ongoing at Fresh Pond, a major focus of the Ranger program has been informing the public about the construction activities occurring around the reservation. Every effort has been made to minimize the impact of the construction on the public's normal use of Fresh Pond Reservation.

Other accomplishments of the Ranger Program include the following:

- Provided six tours of the Reservation with a focus on Watershed Protection.
- Provided 53 education programs for children enrolled in Cambridge Schools.
- Provided 200 hours of service learning opportunities for Middle School students.
- Initiated a Junior Ranger program through partnering with the Mayor's Summer Youth Programs.
- Managed 500 hours of volunteer improvement project at the Reservation.
- Presented teacher training sessions on the natural history of the reservation.
- Issued 375 parking tickets.

The priority of the "up-country" Source Water Protection this year was the continued development of water quality monitoring program in cooperation with the US Geological Survey. The final report from the United States Geologic Survey (USGS) will be submitted to the CWD this fall and implementing the recommendations will be a CWD priority for FY00. This item is discussed further in the Water Quality and Treatment Operations section below.

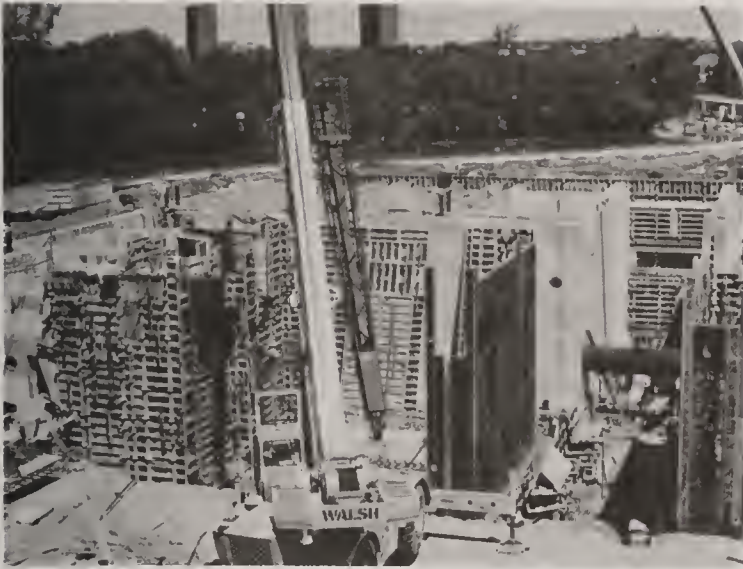
Other significant accomplishments achieved this year in the Watershed division are listed below:

- The City received a Self-Help Grant from the state for \$98,600 to purchase 57 acres of open land in Lincoln for water supply and conservation purposes.

- Monitored over 40 construction and site remediation projects in the watershed.
- Completed the storm water management improvements to a section of Winter Street in Waltham adjacent to Hobbs Brook Reservoir. This project was done in cooperation with the City of Waltham and Leggat McCall Properties.
- Completed the development of the GIS infrastructure maps to facilitate capital improvements for the Stony Brook Conduit.
- Completed Phase I design for reservoir facilities maintenance and renovation plan, which includes Stony Brook and Hobbs Brook Gatehouses, Hobbs Brook Reservoir spillway and Winter Street dam drainage.
- Produced four issues of "From the Source", the CWD's newsletter to inform the stakeholders in the Watershed communities about watershed protection issues and activities.
- Received \$70,000 from Astra Research Center Boston to assist in the drainage improvements at the Winter Street dam.
- Provided four watershed outreach programs. Two programs involved the development of the Business Partnership Program, one was presented at the Annual Environmental Expo in Boston and the other was at the Spring operational meeting for the New England Water Works Association (NEWWA). A program titled "Partnerships in Source Water Protection and Water Quality Investigations: The City of Cambridge Water Supply" was presented with the USGS at the annual NEWWA conference. Fifty-three people attended the annual Watershed tour that focused on stormwater management improvements.

Water Quality and Treatment Operations

The Water Quality and Treatment Operations division is primarily responsible for treatment plant and laboratory operations. This division has been planning and coordinating the design and construction of a new water treatment plant (WTP) at Fresh Pond. The new WTP under construction at the site of the existing plant will have the same nominal output capacity as the original plant, 24 million gallons per day (mgd). The new WTP will have updated treatment process to ensure the continued compliance with water quality regulations. During the construction period, improvements to Fresh Pond Reservation and inspections and repairs of other related water supply facilities (e.g. conduits, gate houses, and reservoir dams) are under way. This construction project, which is budgeted for \$76.7 million, is the largest public works project the City has ever undertaken. FY99 started with the demolition of the old facility completed and a portion of the final building rising to the finished height. The construction continues with production of water scheduled for the end of 2000 and completion of construction to occur early in 2001.



Ozone contact cambers and filters under construction

Other construction related accomplishments of this Division included:

- Maintained the three upgraded MWRA gatehouses used to supply the City with water during the construction period.
- Coordinated system operation with MWRA staff. Several operational changes were made to the Cambridge supply during this period. CWD coordinated with MWRA's peak use reduction activities during the recent period of drought.
- Continued water quality monitoring activities to ensure that key water quality parameters remain in compliance during the interim period of MWRA water use.
- Expanded the real-time computer tracking system for monitoring the MWRA stations and the Payson Park Reservoir. This technology allows our staff to remotely monitor pressures, flows, water levels, water quality parameters and security features instantaneously without dispatching personnel to the sites.
- Continued a public relations outreach program to notify and prepare all the various types of water users in the City. A Water Quality Action Committee meeting was held. Various business interests, institutional representatives, regulatory officials, and public health officials attend this annual event.
- Completed studies of the Stony Brook and Payson Park Conduits which detail repairs recommended during the period of treatment facility construction.
- "Water Treatment & Supply Improvement Program – Planning & Design" was presented at the annual NEWWA conference in September of 1998.

Other significant accomplishments achieved this year in the Water Quality and Treatment Operations division are listed below:

- Completed the monitoring/sampling phase of the three year jointly funded (CWD and the US Geological Survey) "Water-Quality Monitoring for Source Water Protection" project. A fact sheet has been published. Data review and report preparation is ongoing. The Department laboratory performed analytical work for the project. A joint team of CWD Laboratory and Watershed staff along with USGS staff conducted the fieldwork for the project. The end goal of the project is to have a more detailed model of water quality in the reservoir system, to explore supply management strategies to improve the source water to the new treatment plant, and to establish a long term stream flow and water quality sampling program to monitor the effectiveness of CWD's watershed protection efforts.
- Conducted extensive supplementary Lead and Copper Rule sampling as part of an MWRA effort to choose and implement a corrosion control strategy. CWD staff presented the data findings at two MWRA sponsored expert panel workshops. The final corrosion choice control was to match the CWD approach. This was key to reducing esthetic water quality problems during the switch to MWRA water during construction of the new Cambridge treatment facilities and to maintaining compliance with the Lead and Copper Rule.
- Successfully completed for funding of two American Water Work Research Foundation research projects. The first project is monitoring biofilm production downstream of the water source. This project will provide the foundation for long term monitoring of the new treatment facilities under construction. The second project addresses water quality issues in the distribution system and the impact of fire protection measures.
- Prepared the first Consumer Confidence Report on water quality. This annual report continues CWD efforts at consumer outreach.

Transmission and Distribution

The Transmission and Distribution division is primarily responsible for the maintenance, installation and general upkeep of the distribution pipeline facilities. These facilities include, but are not limited to transmission mains, water services, hydrants, valves and fire protection appurtenances. The distribution system is made up of approximately 180 miles of water mains ranging in size from 4 to 42 inches in diameter. There are over 1,650 fire hydrants, 4,500 valves, 18,000 valve boxes and 13,500 services within the distribution system.

The pipeline network starts in Waltham where water is conveyed from the Stony Brook Reservoir to the Fresh Pond Reservoir. Prior to the switch-over, water was treated at Fresh Pond and then pumped to the Payson Park Reservoir located in Belmont via a 40-inch pipeline. Currently, water is supplied to the distribution system through the three MWRA gatehouses. The elevation of Payson Park Reservoir provides the hydrostatic pressure head to meet the pressure requirements for the City's distribution network. The following table depicts total units of work completed by CWD this year.

| Category | Completed FY99 |
|------------------------------|-------------------|
| Meters Installed/Repaired | 644 |
| Leaks Repaired | 65 |
| New Services Installed | 20 |
| Services Renewed | 165 |
| Hydrants - Replaced | 43 |
| Hydrants - Repaired | 81 |
| Valves Replaced | 47 |
| Valves Repaired | 9 |
| Water Main Replacement (FT.) | 5,320 |



Off-hour work is scheduled to accommodate businesses and traffic.

A coordinated effort continues with the department of Public Works (DPW) in connection with our on-going rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Where feasible and as funding is available, the water infrastructure improvements are performed in conjunction with the sewer separation work. This cooperative effort not only reduces cost and improves efficiency, but it also minimizes the disruption to the public by incorporating all foreseeable work into the construction project. Additionally, this coordinated effort extends to other utilities performing work in the public way such as gas, electric, telephone, and cable TV.

Other significant accomplishments achieved this year in Transmission and Distribution are as follows:

- Rehabilitated a total of 5,320 feet of water main at the following locations: Orchard St., Beech St., Miller Ave., Tenny St. and Aberdeen Ave., Cambridge Street, Broadway, Summer Road, Coolidge Hill, Richdale Avenue, Oxford Street, Greenough Avenue, and in the North Point area.
- Replaced 250 lead services with copper throughout the City. There are approximately 4,050 lead services that are targeted for replacement.
- For the second year in a row, increased overall fire flows in the City improved our insurance classification from class two to class one. The new classification will result in a decrease in the property insurance premium for many insured commercial properties in the City.

Engineering and Program Development

The Engineering and Program Development division is responsible for: overseeing capital improvements, performing distribution modeling, maintaining maps/records, implementing a cross connection control program, reviewing and issuing permits, and coordinating technical activities throughout the City.

Significant accomplishments achieved this year in the Engineering and Program Development division are as follows:

- Provided construction management for CWD water main cleaning and lining projects. Provided data input for new hydraulic model that is necessary for analyzing the water system's capacity requirements.
- Performed 4,908 backflow device inspections.
- Approved 225 backflow installation permits.
- Issued 213 permits which consists of 68 fire pump, 33 hydrant use and 112 construction.
- Revised the Department's Emergency Response Manual and conducted training.

Library

"To sit and dream, to sit and read, to sit and learn about the world. Outside our world of here and now - our problem world. The dream of vast horizons of the soul through dreams made whole, unfettered, free - help me! All you who are dreamers too, help me to make our world anew. I reach out my dreams to you".

Langston Hughes from *To You*

New Initiatives

Rotary Technology Learning Center

The extension of the library's commitment to self-education and the Rotary Club of Cambridge's commitment to education and community service led to the innovative creation of the Rotary Technology Learning Center in the Central Square Branch Library. After many months of planning, active fundraising, and construction, the center which includes a training room with 13 state-of-the-art computers with full connection to the Internet and a conference room for community meetings or small group instruction, was dedicated in February. The club donated the center in honor of its 75 years of community service. Over 2,500 individuals took advantage of this outstanding community facility in the first four months of its operation. Active users include the Community Learning Center, CCTV, Farr Academy, and the Partnership for Children. Library staff have offered bi-monthly classes in Internet 101 to capacity crowds, the Children's Room has started a weekly technology club for kids: Cyber Club Central, and two afternoons a week are held open for individuals to use the computers on a drop-in basis.



City Manager Robert W. Healy, Mayor Francis H. Duehay, and Library Trustee Andre Mayer accept the key to the Rotary Technology Learning Center from Rotary Club President Sarah Gallop

Outreach to Children and Families

The library was awarded a *Children in Poverty* grant by the Massachusetts Board of Library Commissioners. The grant funded outreach to families who were not using the library and support for parents in their efforts to introduce reading to their children. Family literacy programs were offered at the Fletcher School in collaboration with Title I. The library staff also worked with staff at Roosevelt Towers, Newtowne Court, and Washington Elms to promote library use to residents. As time went on, Putnam Gardens and Peabody Terrace were also included. Outreach took place in neighborhood health centers as well. Library staff went door-to-door to talk with residents about services the library can provide to their families. Family activity kits, which included books and audiovisual materials, were made available through the Valente, Central Square, and O'Neill Branch Libraries.



Magician Jim Rainho demonstrates the magic of books to residents of Roosevelt Towers.

Trying to Reach Common Ground

The library was awarded a *Connecting Cultures* grant by the Massachusetts Board of Library Commissioners to facilitate community programs on the issues of race, ethnicity, religion, disabilities, immigration, and gender preference within context of book discussion groups. Twenty-two book discussions throughout the city were led by community members and attended by 230 residents.

Inauguration of Bengali Collection

In partnership with BhinGolardho, a Cambridge based Bengali cultural organization, the Central Square Branch Library initiated a collection of books, magazines, and videos in the Bengali language. The inauguration of the collection was attended by 200 individuals, including Dr. Kazi M. Ahmed, Economic Minister of the Embassy of the People's Republic of Bangladesh. The presidents of both the Bengali Associations of New England and Probashi, as well as Bengali poets, journalists, and community leaders were also in attendance. BhinGolardho donated a 15-volume set of the complete works of Tagore and local Bengali writers donated copies of their works.

The Ends of Civilization: Taking Stock on the Eve of the Millennium

Thanks to a grant from the Massachusetts Foundation for the Humanities, the Central Square Branch Library sponsored a book discussion series to mark the end of the millennium. Five recently published books that critically assessed human progress and asked fundamental questions about the future formed the basis for the discussions. Participants enjoyed spirited and thought provoking discussions with local scholars.

Awards and Honors



Friend of the Library Award recipients (from l to r) Lou Pingitore, Mary Rogers, and Norah Dooley

The third annual Friend of the Library Awards were presented to Mary Rogers, founder and benefactor of the Manual Rogers Sr. Center for Portuguese Culture and Studies; Lou Pingitore, volunteer organizer of the Main Library's Monday Night Chess Club; Norah Dooley,

author, storyteller and library volunteer; and Cambridge Black Cultural and Historical Association leaders: Donna Lassiter, Zelma Evelyn, Faith Chase, Dr. Cheryl Townsend Gilkes, Pearlina Mills, and Alice Freeman (posthumously).



Friend of the Library Award winner from the Cambridge Black Cultural and Historical Association (front row l to r) Faith Chase and Zelma Evelyn, and (back row l to r) Donna Lassiter and Pearlina Mills

The Massachusetts Library Association awarded first prize in its bi-annual Public Relations Awards to the Cambridge Public Library for its summer reading club *Get a Clue...Read!* The library's web page and a program flier, *Head Lice, Dead Lice* received second prizes.

Associate Librarian for Children's Services, Daryl Mark was honored by the Hildebrand Family Self-Care Center for her work serving homeless families. The City of Cambridge also recognized her with an Exceptional Employee Award.

Children's Services



"Space aliens" from STARSHIP READ dance at the O'Neill Branch Library

Summer reading took to the skies with STARSHIP READ, a program for preschoolers through 6th graders.

Over 1,000 readers completed 9,883 books. Children visited the wind tunnel at MIT, met local astronomers, enjoyed music and craft programs, and were treated with special programs courtesy of the Dance Complex and the Museum of Science. Over 5,000 children and families attended the 182 programs offered through the summer. The mid-summer point was marked by a special evening at the Charles Hayden Planetarium for a showing of *Where in the Universe is Carmen Sandiego?* Programs and summer reading club materials were generously funded by the East Cambridge Savings Bank. Special events were co-sponsored by the Dance Complex, MIT, the Museum of Science and the Smithsonian Astrophysical Observatory.



A "space alien" models his out of this world mask

CRUISE, a summer reading program for young adults attracted 149 readers. Participants published their book reviews in the *Cruise! Souvenir Album*. This program was generously funded by the Cambridge Trust Company and the Center for Applied Research.

Author and Illustrator Visits

Collaboration between the Cambridge Public Library and the Cambridge Public Schools brought Jerry Pinkney, winner of three Caldecott Honor Medals and four Coretta Scott King Awards to the Haggerty, Fletcher, and Maynard Schools, as well as to the Main Library.

Acclaimed author Edwidge Danticat read from her newest novel at the Main Library in a program co-sponsored by New Words Book Store.

Authors Robert Coover and Robert Arellano read from hypertext poetry and fiction at the Central Square Branch in a joint venture with the Cambridge Arts Council and the Boston Cyberarts Festival.

The Central Square Branch hosted Irene Smalls, author of *Jonathan and His Mommy* and *Irene Jennie and the Christmas Masquerade: The Johnkankus*. Ms. Smalls' most recent books focus on past celebrations by African Americans. In addition, local favorite Norah Dooley presented stories and storytelling workshops.

The O'Neill Branch brought Joanne Hippolite to visit 5th graders at St. John's School. Ms. Hippolite is the author of *Seth and Samona* and *Ola Shakes It Up*.

Special Programs

Weekly story hours continued to be offered at the Hildebrand and YWCA shelters for homeless families. Volunteers were recruited and coordinated by the Alliance for the Homeless. Library staff trained and supported the volunteers. Bookies, a book discussion group of 6th – 9th graders at the Main Library, held a bake sale to raise money to buy books for homeless children.

Children's literature consultant Wendy Davis offered a six-week discussion of *Eagle of the Ninth* by Rosemary Sutcliff, which is set in Roman Britain. Jim Davis provided historical background.

Friends of the Harvard Art Museums, the Harvard University Office of Work and Family, and the library once again presented Family Night at the Fogg. The 203 attendees were treated to guided tours, stories, a scavenger hunt, and a sing-along.

Once again, the library joined the School Department, Title I, Evenstart, and other organizations to present Family Fun Day, in honor of Family Literacy Day. Hundreds of families attended and enjoyed activities, which focused on books and related activities.

The O'Neill Branch Library and the North Cambridge Family Center was awarded a grant from the Massachusetts Foundation for the Humanities entitled RINDGE AVENUE CONNECTIONS. The project centered on the history of Rindge Avenue and the people who lived there and the businesses located there. A photographic exhibit, slide show, children's art exhibit, and panel discussion were held as part of the community celebration of Rindge Avenue.

The O'Neill Branch opened its doors to host a series of readings by neighborhood authors, an exhibit by local artists, and a musical performance. These events were held in collaboration with NoCA (North Cambridge Artists) to celebrate their second annual open studios weekend.

In honor of Family Literacy Month, the Boudreau Branch invited neighborhood families to come to the library and have their pictures taken with their favorite books. The photos were displayed with the books and a community potluck was held to celebrate.



Audrey Huang and Christopher Bradford share their favorite books with neighbors at the Boudreau Branch.

Chinese New Year was celebrated at the O'Connell Branch with a pot luck dinner and Chinese songs and a musical performance by Bao Jian, winner of the Pro Musicis Foundation's international competition for young musicians.

The Consulate General of Portugal and the Valente Branch Library hosted a photographic exhibit of worldwide Portuguese language poets and their work. Local writers read poetry in English and Portuguese.

The Collins Branch hosted a reception and exhibit of painted storytelling chairs done by Haggerty School students and artist Laurie Beth Mangili.

Reference Services

The Reference Department reflects the paradox, "Everything old is new again". The staff has redefined its traditional commitment to community service by offering new technologies and resources. These new reference tools serve the library's historic role of providing information to our users and, at the same time, enable the staff to do it better and more efficiently than ever before.

Every week the Reference Department answers more than 1,000 questions. Staff not only seek out books, they also find bus schedules, baby names, legal forms, recipes, travel information, consumer information, car prices, gardening tips, health information, employment opportunities, and just about anything else. Over 5,000 reference books are available at the Main Library. Five hundred new books were added to the collection in FY99. In addition, 75 print newspapers, 300 print journals, and two thousand electronic periodical titles are available. The growth in resources available electronically and the addition of another computer has generated a 50 percent increase in the use of reference computers at the Main Library.

Building Improvements

The O'Connell Branch was relocated to the Kennedy School for a month to allow for renovations making the branch accessible to persons with disabilities. Thanks to the cooperative efforts of the Disabilities Commission and the Department of Public Works, a new, accessible public rest room and a ramp into the building were installed. A new roof completed the job.



Staff and patrons enjoy the newly refurbished O'Connell Branch Library.

Through the cooperation of the Disabilities Commission and the Department of Public Works, a new, accessible rest room was also added to the Central Square Library to serve the users of the new Rotary Technology Learning Center.

The exterior of the Collins Branch was transformed with rich red shingles, tan trim, and a forest green door.

Areas of Growth

Library circulation at the Collins and Valente Branches increased 15 percent and 9 percent respectively.

Over 40,702 hours were logged on library computers providing electronic access to online databases and the Internet, reflecting a 271 percent over the previous fiscal year.

Patron requests for specific items increased by 19 percent to 59,290.

Attendance at adult programs at the O'Connell and Central Square Branches increased 233 percent and 97 percent respectively.

Attendance at O'Neill Branch programs increased 45 percent.

SERVICE STATISTICS SUMMARY FISCAL YEAR 1998

| | FY99 | Change From FY98 |
|---|----------------|---------------------------------|
| Circulation | | |
| System Total: | 990,204 | 2,073 |
| Adults | 637,254 | 7,743 |
| Children | 352,950 | (5,670) |
| Reserves/Filled | 59,290 | 9,439 |
| Questions Answered | 322,506 | (4,046) |
| Electronic Access | | |
| System Total: | 61,139 | 29,768 |
| Remote | 12,923 | (167) |
| In Library | 48,216 | 29,935 |
| Registered Borrowers | 47,612 | (220) |
| Programming | | |
| System Total: | | |
| Programs | 3,117 | 69 |
| Attendance | 67,850 | (4,558) |
| Adult Programs | 749 | 253 |
| Adult Attendance | 13,688 | 1,224 |
| Children's Programs | 2,368 | (184) |
| Children's Attendance | 54,162 | (5,732) |
| Additions to the Collection | | |
| System Total: | 31,863 | (5,704) |
| Purchased | 28,333 | (7,024) |
| Donations | 3,530 | 1,320 |
| Total Collection (including non-print) | 537,202 | 22,179 |

Human Services

Now in its 19th year, the Department of Human Services Programs brought in over \$4 million last year from external funders for City-operated or administered programs. When combined with user fees, tuition, and Community Development Block Grant funds, these monies nearly doubled the Department's budget, thereby stretching the resources available to the community. The scope of services offered is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council, and ultimately, the residents of Cambridge. Driven by the needs of residents, the Department's extensive services and programs touch almost every sector in the City: from newborns to senior citizens, from school-aged kids to homeless parents, from non-profit organizations to local employers. Residents participate in the work of the Department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces, and committees, as well as consumers of services.

Services provided directly to the community include Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, Adult Basic Education, Literacy, English as a Second Language, the Multi-Service Center for the Homeless, Haitian Services, substance abuse prevention programs, Child Care, and the North Cambridge Center for Families. In addition, the Department brings non-profit and community-based organizations together for planning, coordination, technical assistance, and it also funds many of these agencies through service contracts.

For the Department of Human Service Programs, FY99 was a year marked by joining with others in the community to examine major issues and to develop effective programmatic responses. Working with the School Department, a consultant and the larger community, staff studied the need for Extended Day programming for public school students. After a review of various program models, a pilot program design was developed for implementation in the Harrington School in September 1999, providing care and activities both before and after traditional school hours. In a similar manner staff worked with a consultant to complete an assessment of the Youth Program, which led to its restructuring and an infusion of additional financial and staffing resources. Within the Agenda for Children project, the Supervised Activities Action Team and the Reading Action Team began work.

Planning and Grants Management

Planning staff continued to provide support to the Cambridge Welfare Reform Task Force during its second year of operation, leading to the release of a major report in the fall of 1998. Staff also assisted the Task Force working groups, including the development and funding of the "Kitchen Table Conversations", in collaboration with the Women's Commission, Community Legal and Counseling Services and others. This initiative brought women facing the change from welfare to work together with resource people, a facilitator and peers in similar circumstances.

Planning staff also assisted the group of City and School Department officials working with consultants to assess the need for Extended Day programming in the public schools. Based on information generated through a

community process, a pilot program was designed for implementation at one school in fall of 1999. Division staff from Grants Management and Haitian Services worked with many others to develop "Sharing the Journey", an Immigrants Festival at Danehy Park. Grants Management staff also provided an effective liaison with consultants and the community for an assessment of the Youth Program. This initiative resulted in the reorganization of the Youth Program, and an infusion of new staffing and financial resources.

The Division manages a wide range of federal and state grants to the City of Cambridge, as well as human service grants that draw on local tax dollars for activities conducted in local community agencies. The projected effects of the Living Wage ordinance on nonprofit agencies under contract to the City was researched by Grants Management staff before adoption. In the area of homeless services, staff and community participants continued the year-round process of assessing and planning to meet the needs of people homeless in Cambridge. Staff also worked with volunteers to organize and conduct the third census of homeless persons in Cambridge, counting 375 men, women, and children in programs and 172 on the street, for a total of 547.

Multi-Service Center for the Homeless. FY99 saw continued growth in meeting the primary mission of serving the homeless and increasingly, those at risk of becoming homeless. Two new staff began work as Human Service Case Managers to conduct short-term case management for low-income and "working poor" individuals and families. They also doubled the Center's capacity to handle "walk-ins" seeking information and referral services. The Center also re-established Wednesday evening hours to better serve those working individuals and families who cannot meet with their case managers during daytime working hours.

The Center continues to enhance and expand its collaborative efforts. Once again, it hosts Tuesday and Thursday evening adult classes for the Community Learning Center. The Cambridge Legal Assistance Shelter Project (CLASP) sees numerous clients every Tuesday morning at the Center. Most recently, a collaboration among the Center and two other agencies, CASCAP and Cambridge Cares About AIDS, led to the creation of a designated area at the Center for self-directed housing search. Each agency supplied materials and furniture to meet the growing need for housing search. A similar collaboration among the Center, CASCAP, HomeStart and the Cambridge Association of Realtors led to the creation of a special fund for assisting individuals and families in their financial needs once they have found housing. The MSC Director has worked also over a period of months with the ongoing Multi-Disciplinary Homeless Working Group, which seeks to address difficult problems such as public inebriation and crimes attributed to some segments of the homeless population.

Cambridge Prevention Coalition. This year, working under a new five-year grant from the Department of Justice, the Coalition's trainers reached more than a 1000 youth and parents throughout Cambridge, providing 64 substance abuse workshops in schools, after-school programs, churches, sports and parenting programs. The Coalition also continued its efforts to integrate substance abuse prevention with managed care, training 45 primary care providers to identify, and refer patients who may be at risk of substance use and abuse.

Childcare and Family Support Services

The 1998-99 program year opened with nine School-Age Programs at the following locations: the King (2 classrooms), Graham & Parks (2 classrooms), Harrington, Maynard, Morse, Fletcher, and Fitzgerald Schools. A school-age childcare setting is a relaxed, safe environment that offers children a variety of supervised activities as well as opportunities to develop relationships with their peers and the adult teachers. Children also have the opportunity to participate in other school-based programs such as Community Schools enrichment classes or after-school sports. Linkages are made between the children's school day and their after-school curriculum as well as support offered for homework help.

The Department of Human Services' four NAEYC Accredited Pre-Schools Programs include two full day/full year programs: King and Longfellow Pre-Schools and two half day/ten month programs: Fitzgerald and the Haggerty Pre-School. The NAEYC Accreditation process is intensive and involves parent and staff evaluations, classroom observations and a lengthy administrative report. The process carefully considers all aspects of programming, including health and safety, staff qualifications, staffing patterns, administration, and the physical environment. However, the greatest emphasis is on the children's relationship with the staff and how the program helps each child grow and learn, intellectually, physically, socially and emotionally. Trained validators visit the programs to verify criteria and examine quality interactions. This prestigious recognition has been achieved by only a small percentage of early childhood programs nationwide.

Both the Longfellow and King Pre-Schools contract with the Cambridge School Department to provide services to children with special needs. Pre-School staff work closely with therapists and developmental educators to provide a quality experience for all children and address their educational needs. In addition both the Longfellow and King Pre-Schools receive a grant for the Department of Education to support families "at risk". The Cambridge Partnership grant also provides linkages with other childcare centers in the Cambridge/Somerville area. Staff participates in a wide range of trainings as well as in the Literacy Curriculum Connections project. "LCC" brings a strong literacy component to the classroom on a regular basis and attempts to infuse the environment with "language and print". Parents are linked to the project with a home-reading connection, which encourages children to choose books, take them home, and have parents read to them. This lending library is maintained throughout the year and added to when new learning themes are introduced in the classroom. In addition this grant provides a resource person to work with the preschool staff around issues of violence in children's lives. Meetings, interventions, and resource materials for children and adults are part of this component.

Childcare staff continues to take advantage of the loan scholarship fund established to encourage teachers to continue their higher education. Staff completed coursework at Wheelock College, Bunker Hill Community College and other area colleges in topics ranging from serving children with special needs to multicultural curriculum. Parent evaluations indicate that parents are pleased with the services that the Department of Human Services Childcare Division offers. The extensive wait lists indicate that the need continues to expand.

The Center for Families of North Cambridge.

The Center for Families of North Cambridge is a neighborhood-based, school-linked family support program whose goal is to provide support to parents in raising and nurturing their children. Although the Center for Families of North Cambridge is the first pilot site in Cambridge, it joins hundreds of other family support programs across the country, which are designed to promote the well being of children by increasing the strength and stability of families. The Center for Families first received unprecedented collaborative financial support in 1994 from three city entities – the Department of Human Service Programs, the Cambridge Public Schools and the Cambridge Health Alliance. Later, the initiative was one of ten sites in the state to receive a Massachusetts Family Network grant from the Department of Education (there are now 29 sites statewide). The Center for Families recently was awarded a Massachusetts Family Center grant from the Children's Trust Fund.

The Center for Families offers free programming to all families with young children living in North Cambridge or whose children attend the Fitzgerald School. During the renovations to Fitzgerald School, the Center for Families is currently housed at "Playspace Central," an indoor facility where parents and their children (0-5 years) can enjoy playing together and meeting other families. The primary program components of the Center include: information and assistance in finding resources for all family members; parent education and support groups; parent and child activities; parent workshops; English as a Second Language classes; and a drop-in indoor playspace for parents and children. The Center also works with other agencies in an effort to provide more coordinated and comprehensive services to families. This year, the Center served 308 families. Of the families served, 107 requested information and referral services, 36 received case management, 99 participated in parent support groups, workshops or parent and child groups, 12 attended ESL classes, and 306 participated in Playspace Central's drop-in activities.

The Center's Community Advisory Council, which is comprised of parents, representatives from the local public school, early childhood centers, family literacy programs, and health clinics, provides guidance to the Center on how to best determine and address the needs of families in North Cambridge.

Community Learning Center

The Community Learning Center (CLC) provides day and evening adult basic education classes at 19 Brookline Street and in several other locations around the city. Program areas include English as a Second Language (ESL), citizenship, literacy, GED preparation, the Adult Diploma Program, and the College Preparation Bridge Program. Seven levels of ESL and five levels of reading, writing and math, ranging from beginning literacy to the high school level are offered. GED classes prepare students to pass the five examinations required to obtain a high school equivalency diploma from the state Department of Education. The Adult Diploma Program awards a Cambridge Rindge and Latin High School diploma to adults based on a combination of demonstrated competencies in reading, writing and mathematics and credit for other life experience areas. Education and career counseling is available for all students to support their participation in the program and success in the next steps after program completion. Volunteers are trained to provide individual tutoring as needed. Students practice their skill using a computer and learn word processing and

other computer applications. Over 1000 students attended classes in FY99.



Student augment their learning with the use of educational software in CLC computer classes.

In addition to City funds, the Community Learning Center received grants and contracts from several sources including the Massachusetts Department of Education, the Job Training Partnership Act, Cambridge Head Start, the Cambridge School Department, The Cambridge Housing Authority, the federal Department of Housing and Urban Development, and private foundations. These funds enabled the CLC to offer a number of special programs. With Department of Education expansion funds, five new ESL classes and four computer classes were added from January to June. The Bridge Program, a college preparation initiative located at the Cambridge Rindge and Latin School was expanded to two classes in collaboration with the Cambridge Housing Authority. Students who had earned high school diplomas or GEDs spent one or two semesters improving their writing, math, computer and study skills in order to be ready to succeed in a college program. They also received counseling in the college application process.



CLC students fill out job applications in an ESOL literacy class.

Through a contract with the Cambridge Housing Authority, ESL classes were offered at Jefferson Park and Newtowne Court housing developments. The Adult Career Pathways Program, a school-to-work program for adults, involved classes in academic skills, computer skills, and intensive career counseling. Students completed internships at several sites, including the Museum of Science and Youville Hospital. They attended workshops on employment and job search issues given by Career Source, the Cambridge Employment Program, and a representative of the U.S. Trust Bank, and career fair organized by the Office of Work Force Development. Services specifically designed for homeless adults included two afternoon computer classes (one located at CCTV), an individualized basic skills class, and tutoring provided on-site at several shelters.

Family literacy has continued to be an important part of the CLC's mission. Even Start, a collaboration with the Cambridge School Department, provided adult basic education for parents, early childhood education for their children, home visiting, parent and child activities, and a parent discussion group. The program was based at the Gately Shelter in North Cambridge. Under the Center for Families, parents attended ESL classes while their children were cared for at Playspace Central. Head Start refers parents to the full scope of CLC classes. Even Start staff have continued to convene the Cambridge Family Literacy Collaborative, a group of people representing schools, preschools, human services, universities, businesses, and other organizations with an interest in family literacy. The group meets monthly and is engaged in a public awareness campaign.

Through the ESL Network, the CLC provides a variety of organizations in the community with technical assistance in providing ESL classes. The Network includes Christ Church, the Citywide Senior Center, Fresh Pond Apartments, the Volpe Center, St. Paul's Church, St. Peter's Church, the Institute for English Language Programs at Harvard, and a new program at 402 Rindge Avenue. The CLC's Network Coordinator gave special attention to staff development activities this year as requested by the volunteer teachers. Through the Young Adults with Learning Disabilities program, the CLC offered two courses in working with learning disabled students for Boston area teachers and a lecture series on the same topic, open to the public and held at the Central Square branch library.

The United States Department of Education honored the CLC by selecting it as a finalist for the Secretary's Award for Outstanding Adult Education and Literacy Programs. A representative of the Department spent two days in Cambridge observing the CLC's practices and interviewing staff and students. Decisions on award recipients will be made this fall. Results of a telephone survey of recent graduates from the CLC's ESL, GED, Adult Diploma, and Bridge programs found that 51% of those contacted were attending college or a training program and 61 percent had obtained a better job. In the annual graduation ceremony on June 24th, 37 students received high school credentials, 15 graduated from the advanced level ESL program, 20 from the Bridge Program, and 19 from Career Pathways.



Pair and small group work help create a supportive learning environment at the CLC.

Community and Youth

The Division of Community and Youth sponsored neighborhood-based programs, which provide educational, cultural, and recreational programs for residents of all age groups. The division works with a network of neighborhood councils in developing quality and cost effective programs.

Community Schools: The staff of the Community Schools works closely with the Neighborhood Councils to develop programs and services which reflect the interests and social needs of each individual neighborhood. During the school year, Community Schools provide after school Enrichment Programs, which include classes in science, computers, art, music, gymnastics, drama & dance, language arts, sports, foreign languages, and pottery. Community Schools also offer adult education courses and senior programming and sponsor neighborhood events. This past year, the Community Schools program has continued in partnership with the Cambridge School Department to develop Extended Day programs at the Fletcher, Harrington, Kennedy, and Maynard Schools and provided supervision for the summer connections program at Fletcher.

In the summer, Community Schools operated 17 full day, seven-week camps in each neighborhood, serving approximately 1000 children; a Summer Arts In The Park program in six local parks; and a series of family concerts in collaboration with the Cambridge Arts Council in 10 of the City Parks. These programs have proven highly successful in addressing the needs of working families as well as those of families who wish to engage their children in social and cultural activities. Community Schools provides financial support to low income families through partially subsidized camp programs, after school enrichment classes and free park cultural programs. Community Schools continues to collaborate with Safe Neighborhood organizations, Cambridge Multicultural Arts Center, the Boston Recycle Center, The Cambridge Public Library, Cambridge School Department, Mayor's Youth Employment Program, Cambridge Community Television and Cambridge Camping Association.

Cambridge Performance Project: The Cambridge Performance Project, Inc., in its thirteenth year, offered a dozen classes in eight schools as well as in the studio of Cambridge Community Television. These programs gave approximately 200 children ages 5-14 a quality experience in the performing arts. Achievements included the performance of an original version of *A Wrinkle in Time* by the advanced drama class at the Tobin School, and the further growth of the Back Porch Dance Company, a multi ethnic, intergenerational troupe, which performed at the Senior Center, Multicultural Arts Center and First Night. The Project continues to receive outside funding from the Massachusetts Cultural Council and local corporations and foundations.

North Cambridge Crime Task Force. This past year, the North Cambridge Crime Task Force continued its educational focus on various crime prevention activities. The NCCTF sponsored a domestic violence forum at the Gately Youth Center with representatives from Transition House and EMERGE. The Task Force in conjunction with the Gately Youth Center and the Middlesex Sheriff's Office sponsored a House of Corrections Field Trip to Billerica for the teens of the center. The Task Force continued working with the residents of North Cambridge with a Neighborhood Clean up of Sleeper Park and a Neighborhood Crime Meeting at the local Haitian Church. This event brought together neighbors who didn't really know each other to work together for a better neighborhood. A rash of attempted break-ins and slashing of tires subsided after the neighborhood crime meeting. For the first time, the NCCTF worked with the Cambridge Police Department in a Bike Rodeo giving those participants who did not have one, a bike helmet, as well as providing a safety obstacle course for them to complete.



George McCray, of the North Cambridge Crime Task Force, welcomes seniors to afternoon out, with Mayor Frank Duehay accompanying him.

In August, the NCCTF hosted the Annual National Night Out Against Crime. Over 3,500 residents and their families participated in this daylong event that included the "Morning Out" program for children and the "Afternoon Out" for seniors. "Hands Across Alewife" and "Hands Across the River" continued to grow as it included police, city officials and citizen representatives from the surrounding communities. For the sixth year the Task Force was recognized by the National Association of

Town Watch with its "All Star Award" for its outstanding National Night Out program.

Youth Programs. The Cambridge Youth Program operates out of five youth centers geographically placed in neighborhoods with dense populations of youth between the ages of 9-19. In the past year, the Youth Programs offered quality educational, recreational and social opportunities for over 1100 youth residing in Cambridge. Each center developed a schedule that was tailored to the needs of their membership. All centers were committed to offering employment options, mental health referrals, community service, and academic and college prep opportunities. From resume writing to computer basics, enrolled tutoring programs to unstructured homework centers, pick-up recreation to structured leagues, programs were implemented with the intent of promoting physical, academic, social and interpersonal development.

An ambitious program evaluation was undertaken this year marking many present and future changes for the youth program. Several new full time positions, an increased staff and program budget and plans for renovating one youth center and building another all represent support for positive changes in the way Cambridge serves its youth. During this period of growth, the Youth Program continued to offer quality programming which affected the lives of Cambridge youth.

The Gately Youth Center provided an intensive College Prep program, Bridges, for Juniors and Seniors in high school. All youth who participated chose colleges, prepared applications and researched financial aid opportunities. The success of this program was demonstrated when all youth who participated were accepted with financial aid options into the college of their choice. The Youth Program offered young people from all centers the Get Outdoors Program (GO), a program to expand horizons through participation in a series of non-traditional outdoor opportunities including rock climbing, cycling, fishing and canoeing. The highlight of the program came when all youth who participated in the day-long expeditions had the opportunity to go wilderness camping overnight.

Area 4 Youth Center created the Youth Council, an opportunity for a committee of youth members to become the decision making body for the center under the guidance of the director. Fourteen youth participated in extensive trainings and retreats to gain expertise in the city systems, budgeting, fundraising, meeting management and leadership development. The Youth Council of Area 4 planned and implemented three community events, several special activities, fundraisers and field trips. West Cambridge Youth Center implemented the Junior Achievement Program. This entrepreneurial skills program guides teens in developing small businesses, learning every step of the process. The youth raised capital, developed and implemented a fundraising strategy and learned how to project costs and profits. Junior Achievement has now become a successful tradition of the Youth Program relationships.

In an effort to reach out to young females, the Youth Program hosted two day-long, all female events at the Frisoli and the Area 4 Youth Center. Pre-teens ages 9 to 13 participated in workshops discussing cultural differences, body image, career choices, and relationships. Other activities included T-shirt making, mural design, free throw contests and sundae making as well as a host of other creative opportunities. The Moore and Area 4 Youth Center collaborated with the LEAP Program to offer an all female self defense and self esteem program housed at the

Moore Youth Center. The class focused positively on self-empowerment for young women. The program stressed safety awareness and self-defense skills while at the same time it explored techniques for boosting self-esteem and self-image. CASPAR, a Youth Program Partner, led an interactive workshop series at all five centers. These eight-week programs allowed pre-teens and teens to explore the affects of alcohol and other drugs in their lives. Skilled leaders provided information and discussion topics which highlighted techniques for avoiding use and misuse, resources for users and co-dependants, and a wealth of facts about a variety of substances. CASPAR also offered trainings to youth center staff and were available to youth on a referral basis.

Both the Frisoli and the Area 4 Youth Center have well equipped computer centers. This year, with the assistance of an Activity Specialist, these centers offered a variety of structured computer classes for all ages. The computer centers were also used for resume writing workshops and homework help. In collaboration with Work Force, the Cambridge Youth Program hired 40 youth in their first employment opportunity. Approximately nine youths worked at each center developing projects that would enhance community capacity. In addition to completing their projects, youth gained valuable employment skills through interactive workshops led by Work Force. Successfully completed projects included a newspaper and magazine, an intergenerational dinner, a neighborhood survey and a career fair. In collaboration with the Cambridge Police Department, the Cambridge Safety Corps offered a basic safety education program developed and implemented by teens at the Frisoli Youth Center. Safety Corps members provided interactive safety workshops for 400 children residing in the city. Through skits, games and lectures, children learned invaluable safety tips.

Elderly Services

The Cambridge Council on Aging is the city's Elderly Services Division, responsible for planning and providing services to Cambridge residents age 60 and over. The Council on Aging (COA) operates two Senior Centers and provides social services, community outreach, and works as an important member of the Elder Services network in the area. Under the umbrella of our Information and Referral Services, the COA responds to thousands of inquiries and requests for assistance each year from seniors and their families. This work involves assisting people with receiving homemaker and Home Health Aide services to maintain their independence in their homes, transportation, work with landlords when seniors are facing eviction, support in finding long term care or nursing homes, referrals for home delivered meals, etc. We also work with our local Homecare in referring any cases of Elders at Risk to the Protective Services investigators, when there is suspicion of any abuse or neglect.

A focus of some of our advocacy efforts this year has been the high cost of prescription drugs for seniors. This prescription drug problem is compounded by the decrease of unlimited coverage for prescription costs by Health Maintenance Organizations, and further heightened by more recent cutbacks of services by many HMO Senior Plans. The Council has also have been involved in the monitoring of the state's re-contracting of the M.B.T.A.'s RIDE services for individuals with disabilities. The RIDE is a transportation service many seniors rely upon. We have tracked problems with lack of services and regularly

submitted complaints to the transportation providers and the M.B.T.A. . Our Senior Shuttle runs daily, Monday through Friday. This state-of-the-art mini-bus is a 14-passenger vehicle, fully wheelchair accessible. Bus routes cover areas throughout the city, and we also provide transportation for special events and large group senior activities. The Senior Shuttle stops include all of the city's major senior housing buildings.

Both the Citywide and the North Cambridge Senior Centers continue to see an increase in the numbers of individuals attending. With our most popular meals program, the Citywide Senior Center serves breakfast and lunch seven (7) days per week.

Together, our two senior centers served close to 28,000 meals during the year. Also, this past year, 254 seniors received food from the weekly food pantry, an increase of more than 30 users over last year.

The Council has now established a weekly Latino Elder group, Grupo Hispano. This group is led by one of our Senior Aides, and the seniors involved are very excited about and committed to the group activities. The Senior Center's other ethnic elder groups continue to meet regularly. They are the African-American, the Asian, the Russian, and the Haitian Elder program, "Grandet An Aksyon." The African American Elder group traveled to the Salem Willows Family Cookout this summer, joining with hundreds of other participants from around the state who came to the historic annual event. The Citywide Senior Center hosted its third annual "Afternoon Out Against Crime." Seniors play a very important part in this national effort, and close to 300 people attended this year's cookout and safety demonstrations at the center.

The COA traditionally honors all of its volunteers during Volunteer Recognition week in April. In addition, as part of the citywide Senior Volunteer Clearinghouse network, we hosted a special volunteer recognition event for seniors who volunteer at 20 different agencies in the area. Mayor Duehay joined in honoring these individuals, who offer their varied talents at such places as the Cambridge Office for Tourism, Recording for the Blind and Dyslexic, the Cambridge Public Library, various food pantries in the city, as well as our two Senior Centers.

This year, the COA worked with the Boston Aide to the Blind, Somerville-Cambridge Elder Services, and the Somerville Council on Aging to host a 10-week training session for older individuals experiencing vision loss. When the formal training sessions ended, the group decided to continue to meet monthly as a support group here at the center. In September, more than one hundred seniors danced "under the stars" at our first Senior Prom. This intergenerational dance included students from the CityLinks program who helped served food, and also were dance partners for many of the seniors.

In a very moving ceremony in November, the ballroom at the Citywide Senior Center was officially named the Walter L. Milne Ballroom, in recognition of the founder and President of the Friends of the Council on Aging. Several hundred well wishers for this dedication joined Mr. Milne, his wife and family.

Office of Workforce Development

The mission of the Office of Workforce Development (OWD) and its Citywide Youth Employment Office is to expand employment and training opportunities for Cambridge adult and youth residents and to forge alliances among employers, community-based organizations, the schools and post-secondary institutions in support of an educated and prepared workforce.

Working with residents (youths and adults), employers and service providers, the Office achieved the following accomplishments.

Business Linkages: OWD coordinated the eighth annual Summer Jobs Campaign connecting 230 Cambridge youths to jobs with businesses in the private sector. To celebrate another successful summer, OWD hosted an Employer Appreciation Luncheon on October 13, 1998 entitled "Connecting the Pieces". Keynote speaker, Bunker Hill Community College President, Mary Fifield addressed 150 guests with her message encouraging the development of partnerships between the education, business and municipal communities. City officials honored three local employers as "Outstanding Employers of the Year" for their work with Cambridge youth (Cambridge Savings Bank, House of Blues and Micro Center). Planning and initial efforts for the ninth annual campaign included the annual Phonathon and Direct Mail campaign and yielded upwards of 175 job pledges from local employers.

OWD worked in collaboration with Career Source, the local One-Stop Career Center, to host a series of job fairs. Employers included - Federal Express, Stop & Shop, Star Market, UPS, Teckbooks, and OfficeTeam. OWD also organized a successful, two-day job fair for the new Marriott Residence Inn in Kendall Square. OWD hosted a union awareness job fair on October 28th at Career Source. Representatives from the following Union Apprenticeship Programs attended: Ironworkers, Plumbers, Bricklayers, Carpenters, Painters, Cement Masons, Sheetmetal Workers, Operating Engineers, & Pile Drivers. Representatives from Women in the Building Trades and the Apprenticeship Preparedness Program also attended the event.

OWD worked in collaboration with the Community Learning Center, several business partners and the Department of Education to provide a workplace education ESL program. Workplace Education is a concept in teaching that incorporates education with the skills needed on the job. The vocabulary taught in class is customized to include jargon the employees use every day at work. Managers work with the instructors to tailor the program to include customer service, safety, and general workplace communication. Several Cambridge businesses participated in the program including Au Bon Pain, Broadway Market, Bruegger's Bagels, Cardullo's, Casablanca, John Harvard's Brew House, and Sage's.

In collaboration with the Cambridge Chamber of Commerce, OWD sponsored a breakfast forum for employers entitled: "Putting the Pieces Together: Meeting Your Workforce Needs". The event offered employers an opportunity to learn about the variety of employment, training and placement programs and resources that exist in Cambridge. It also provided agency representatives with a chance to hear firsthand from employers about the difficulties they face in finding new employees and keeping the ones they have. The seminar was a first step in opening a dialogue between employers and community agencies in meeting their common goals of building a stronger workforce. In recognition of its active involvement with the Chamber and support of Chamber activities, OWD was nominated as New Member of the Year at the Chamber's annual awards banquet. The nominations recognize new members that demonstrate outstanding commitment to the Chamber and the community.

In collaboration with the Cambridge Partnership for Public Education, OWD revamped its Profit from Experience campaign. This effort recruits businesses and

community leaders to connect with the public schools and education and training programs in a variety of ways. Participants can lend their expertise by speaking to students, both youth and adult, about their career paths and the industries in which they work. They can also provide career exposure to youths and adults by offering company tours, participating in mock interview sessions, reviewing curriculum, and providing internship and job opportunities. A database of interested business and community representatives is maintained at OWD. Community-based program staff and educators will be able to work with OWD and Partnership staff to identify PFE participants who will enhance the learning of their students.

Youth Development: In collaboration with DHSP's Community & Youth Division, OWD coordinated and managed the second year of the Cambridge Neighborhood Service Project, a community-based service learning project for 50 youths ages 13-15 as an extension of the Mayor's Summer Youth Employment Program. The program operated out of the five youth centers with the goal of introducing young people to the world of work through involvement in their neighborhoods. In its third year operating the Mayor's Summer Youth Employment Program (MSYEP), OWD placed 401 teenagers into public sector jobs at 81 worksites throughout the city. In addition, 114 students participated in 11 Summer Work and Learning projects, which incorporate a work-based learning experience, exposure to educational and career paths and a career/personal counseling component.

As part of its ongoing commitment to school to career initiatives, OWD staff continued to assist in overseeing the Cambridge Career Pathways programs with the Cambridge Public Schools and Cambridge Community Service: City Links, Lesley Careers in Education, Management & Finance Internship, and the Infant & Toddler Program. Twelve employers were involved in providing students with an intensive learning experience at a work-site, with over 11 City departments participating in the City Links program. OWD worked with school staff, community partners and employers to offer quality work-based experiences to 50 students, which are academically rigorous and result in course credit. Through the Youth Employment Center at CRLS, OWD provided bi-weekly job-readiness workshops to 129 Cambridge youths to better prepare them for the world of work and to help them access private sector jobs. In response to the city's new Living Wage Ordinance requirements (effective 7/99), OWD collaborated with a number of city departments (including the Library & DHSP's Youth Program and Recreation Department) to plan for the development of youth training/internship programs. Youths who are hired by these departments will now take part in a structured work and learning experience beginning in the fall.

OWD, Cambridge Community Services and CRLS staff worked this year for the creation of an Office of School to Career Services in the high school. Approved through the budget process for the 1999-2000 school year, the office will have broad responsibility for working across the system to develop and support career-related activities k-12. The Office will have oversight of the work-study program at the school and will develop a series of work-readiness workshops that will be required for all students participating in the program.

Adult Employment: The Cambridge/Bunker Hill Community College partnership completed a fourth successful year, serving 269 individuals in courses designed in collaboration with community partners. Enrollment for these courses has continued to increase each semester, reaching its highest level this year. The

Cambridge Employment Program (CEP), a municipally-funded job preparation and matching program, provided services to over 250 residents this past year including: resume preparation, interviewing skills, and individualized career counseling. One-hundred-twenty residents were placed into jobs, education or training programs through CEP. In an effort to expand services available through CEP, OWD developed a successful collaboration with the Cambridge Housing Authority to provide career-counseling services to residents of public and section 8 housing. A HUD-funded case manager joined the CEP staff to offer expanded services. In addition, OWD worked with the Housing Authority to recruit participants for a new computer course offered on site at the Windsor Street computer lab. "Computers in the Workplace" offered students an intensive, hands-on course covering a variety of software applications. OWD recruited guest speakers to give interview tips and discuss setting up and managing a business.

OWD has worked this year to formalize a partnership between CEP and Career Source, the "one-stop" career center, located near the Alewife MBTA stop. This partnership will ensure that residents who work with CEP are automatically registered for additional services available through the career center. CEP staff are on-site weekly to work with customers at the Alewife location.

Coordination, information & referral: In FY99, the Cambridge Rindge and Latin Youth Employment Center (YEC), managed by OWD and staffed collectively by local youth serving agencies, provided job readiness workshops, information and youth employment program referrals to approximately 400 young people. OWD also provided information to businesses interested in hiring youth and maintained the YEC Job Bank Book. Additionally, OWD, through the Youth Employment Center, sponsored a number of job fairs for local employers (including Star Market, Stop & Shop and Au Bon Pain) and Cambridge youth on-site at the Cambridge Rindge & Latin School. OWD continued working with the 9th grade advising program at CRLS to provide career awareness opportunities for all freshmen in the school. Staff facilitated a series of informational workshops for 9th grade participants to introduce them to the career resources at the Youth Employment Center and to services available through local youth employment programs. In addition, 12 employers were recruited by OWD to serve as guest speakers, talking to students about *their* own career paths and experiences.

Recreation

The Recreation Division is responsible for the development, implementation and supervision of year round citywide and neighborhood recreation programs and facilities. The Recreation staff also coordinates all permits for youth and adult programs and responds to requests for the use of municipal recreational facilities. During the past year, the Division issued over 18,000 hours of permits with over 70 percent dedicated for youth programs. Staff is responsible for the coordination of schedules and overall supervision of league play for the adult leagues. This year, the Recreation Division participated in the planning and design of capital improvements to Longfellow School and Library Park. The division was also involved with the Open Space Planning Committee comprised of representatives from Human Services, Community Development, Public Works, City Manager's Office, Historical and Conservation Commissions and the Water Department. The Committee has worked on a number of projects this past year including

working with a signage consultant to review the City's current park signage and to make recommendations for improvements. The Committee also developed and received a grant from the State of Massachusetts Executive Office of Environmental Affairs for the changing facility at Russell Field. In addition, representatives have staffed the Green Ribbon Open Space Committee which is an advisory group comprised of Cambridge residents charged with developing the criteria the City would utilize to acquire additional open space.

The Youth League Advisory Committee was expanded this past year to include representatives from the public and private high schools to insure fair and equitable use of City fields and to improve communication among all youth league providers. In addition, the Division also participated in the development of the Cambridge Girls Softball League for youths aged 9-14, and co-sponsored the Fifth Annual Junior Girls AAU Softball Tournament, and the Fifth Annual Collegiate Women's Softball Tournament at Danehy Park and St. Peter's Fields. The Division also coordinated the Thirteenth Annual City of Cambridge Road Race to benefit the Friends of Cambridge Athletics. The Race attracted 700 runners and \$18,000 in corporate and individual donations.

The summer program provides 30 full-time recreation leaders and a full-time supervisor to offer programming based at neighborhood playgrounds. Activities this year included participation in the planning and supervision of the annual summer family concert series at 12 playground sites; assisting in the Massachusetts Bay State Games held in Cambridge again for the seventh time; and, joint sponsorship of the Thirteenth Annual City-Wide Youth Games. The Summer Food Service Program was expanded this past year to include eight drop-in sites located on various neighborhood playgrounds and outdoor pool sites. As a part of the summer program, the Division co-sponsored the Prime Time Basketball Camp for children aged 8-14. The Gold Star Pool is open seven days a week for eight weeks during the summer. This year there was a continued expansion of services in order to provide swimming lessons and activities for various City and non-profit agencies.

The War Memorial Pool and Fieldhouse offers a variety of swimming and recreational opportunities to Cambridge youth and families. The facility is open daily, evenings and weekends except during the summer months when it is not open on weekends. Activities at the War Memorial for youth include tennis, karate, gymnastics and dance which take place after-school and on weekends. Adult activities, which are held in the evening and on weekends, include dance, aerobics, exercise and tennis. All classes and activities are funded entirely by user fees. The development of the mail-in registration format and the computerized enrollment procedures has resulted in full participation in all classes. The City completed the second phase of a comprehensive capital improvement program to the facility which resulted in the addition of a gymnasium netting system which will provide dedicated teaching stations for multiple activities. In addition, the Division has also worked in conjunction with the School Department in the development of a comprehensive management plan for the entire War Memorial Facility. The War Memorial Pool and Fieldhouse are also scheduled for major capital improvements over the next three years. Staff from the division will be major participants in the design process for the capital renovations. During this past spring, the Division worked closely with the School Department, the Mayor's Office, and the Women's Commission in developing and

implementing the Third Annual Girl's Sports Day for all fifth grade girls in the elementary schools.

The Special Needs Program provides year-round recreational programming for special needs participants ranging from pre-school to young adults. The Recreation Division worked with the School Department in the establishment of an after school Unified Sports Program at the Kennedy, King and Morse Schools. This program, which is funded completely by the Massachusetts Special Olympics, integrates special needs children with other athletes from the schools in various activities such as floor hockey, softball, volleyball and soccer. In addition, the Division is working closely with the childcare and the Community and Youth Divisions and the School Department's Bureau of Pupil Services in the design of an inclusionary after school program for Cambridge children with special needs.

Mayor Thomas W. Danehy Park, located on the former landfill site in North Cambridge, was designed with the idea of allowing for both passive and active recreational use. With the addition of five acres of open space through the renovations to St. Peter's Field and Rothlesberger Park, this 55 acre site has become the main setting for a variety of athletic, multi-cultural events and programs. This year, the Park hosted events including the Bay State Little League Tournament, the Fifth Annual Fitzmaurice Memorial Softball Tournament, the Fifth Annual AAU High School Girls Softball Tournament, the Fourth Annual Eastern Massachusetts Women's Collegiate Athletics Softball Tournament, and in conjunction with the Arts Council, an expanded family and children's concert series. In addition, the Third Annual Danehy Park Family Day was held and attracted over 3000 people to a day-long event featuring music, arts and crafts, kite flying, children's activities, dance stage and roving performers. The adjacent St. Peter's Field was the main setting for the High School, Babe Ruth and senior Babe Ruth baseball leagues. A very unique capital improvement project was also implemented this year with the construction of the Wheeler Water Garden, which was funded through private and City funds. The project, which consisted of various water sprays and a mural depicting a Lily pool, was planned in conjunction with representatives from the Arts Council and Community Development.

The Thomas P. O'Neill, Jr. / Fresh Pond Golf Course, the City of Cambridge's Municipal Golf Course at Fresh Pond, in operation from early April through early December, is fully funded by fees and memberships and provides recreation for men and women of all ages. This past year, the golf course continued to make significant changes to its operation and management and to the physical conditions of the course. Representatives from the golf course are also playing a significant role in the Fresh Pond Master Plan Advisory Committee and the subsequent stewardship plan for future management of the Fresh Pond Reservation. In addition, a capital program was continued on the course resulting in significant improvements to the main cart pathways. The golf course hosted a United States Public Links Ladies Qualifying Tournament in addition to hosting a variety of charitable tournaments including the Cambridge Rindge and Latin Alumni Scholarship Tournament, the City of Cambridge/Harvard Real Estate Tournament to benefit the Fund to House the Homeless, and the 12 Annual City Tournament to establish a Fresh Pond College Scholarship Fund.

Commission for Persons with Disabilities

Established by City Ordinance in 1979, the Commission celebrates its 20th anniversary this year. From its inception, the Commission has worked to improve accessibility for the full spectrum of individuals with disabilities in Cambridge by advocating the removal of communication, architectural, and transportation barriers. Through its role as an information clearinghouse and as a provider of training and technical assistance, the Commission promotes a broader awareness and understanding of disability issues within the Cambridge community at large. The Commission responded to nearly 1500 individual requests for information and/or technical assistance during FY99.

Consistent with the requirements of the Americans with Disabilities Act of 1990 (ADA), the Commission works with each Department in City government to ensure access to activities, programs and services for all people with disabilities. In implementing the comprehensive ADA Compliance Plan adopted in FY98, Commission staff delivered 94 ADA trainings and technical assistance sessions to various City Departments and employees during FY99. Also in FY99, the Commission drafted a Disability Compliance Handbook for use by managers and supervisors in City government. Beyond mere technical compliance with the ADA, many City Departments request disability awareness trainings to better serve customers with disabilities; in FY99, the Commission provided nearly 30 such trainings to various City Departments. Furthermore, the Commission continued its practice of responding to ADA-related requests for reasonable accommodations from City employees with disabilities and for reasonable modifications in policy from City program participants with disabilities.

The Commission educates Cambridge businesses and private sector organizations about their responsibilities under the ADA and informs businesses about the opportunities offered through full ADA compliance. During FY99, the Commission completed 120 accessibility surveys of restaurants and other places of public accommodation in Cambridge. Commission staff also provided over 60 ADA and disability awareness workshops in FY99 to private sector entities. In response to these and other Commission initiatives, 10 Cambridge businesses removed barriers to access during FY99.

Accessible and affordable transportation is essential for Cambridge residents to enable full participation in community life. In FY99, the Commission actively worked with the License Commission's Taxicab Advisory Committee to improve taxi service in Cambridge, resulting in the deployment of three additional medallions for accessible taxicabs. Together with the Council on Aging, the Commission increased the number of taxi discount coupons issued to Cambridge residents with disabilities. In addition, the Commission continued to issue temporary accessible parking permits to Cambridge residents with temporary disabilities. Finally, the Commission promotes better access to public transportation for people with disabilities within the City by tracking accessibility problems with MBTA trains and buses.

Fuel Assistance Program

The Low Income Heating Assistance Program (Fuel Assistance), serves both the cities of Cambridge and Somerville. Fuel Assistance is a federally funded program, assisting low-income households with winter heating costs incurred between November 1 and April 30. Eligibility and benefits depend on household size and

annual household income according to the federal poverty guidelines. Benefits range from \$40 up to \$590, primarily in the form of vendor payments. Assistance was provided to approximately 1,885 households, 800 of those households being Cambridge residents. Fuel assistance staff also assists clients in heating emergency situations, i.e., no heat or threatened utility shutoff. If the household qualifies for fuel assistance, staff may be able to arrange oil deliveries or help to negotiate payment plans between clients and utility companies to prevent shutoff or restore service. Staff works closely with other agencies that may also be able to provide monies for heating assistance, such as the Salvation Army, Catholic Charities and the City of Somerville Department of Human Services. Last year, Citizens Energy Corporation was able to provide Cambridge and Somerville residents with a two time delivery of oil at a cost of \$.40 per gallon. This program was administered through the Department of Human Service Programs and will run again in FY00.

Summer Food Service Program. The Summer Food Service Program is a federally funded nutrition program administered by the Massachusetts Department of Education, designed to provide nutritious meals to children during the summer months. The City of Cambridge, acting as a program sponsor, is reimbursed at a contracted rate, set by the Department of Agriculture, for the actual number of meals served at our sites. Approximately 34 sites were operated throughout Cambridge from July 6 through August 27. Of the 34, 13 sites were open area sites staffed by the Department's Recreation staff, where any child could get a meal. The Department's Community Schools, Phillips Brooks House at Harvard, the Cambridge School Department and two non-profit camp organizations operated the remaining sites, with enrollments ranging between 30 and 250. During the month of July, a total of 27,332 lunches, 19,242 breakfasts, and 4,590 snacks were served at the 34 sites.

Low Income Sewer and Water Assistance Program (LISAWAP). In its third year of operation, LISAWAP is a program funded by the State Department of Revenue, through the Department of Housing and Community Development. A statewide program, it provides eligible, low income, homeowners with \$200 or 25 percent of their annual water and sewer costs (whichever is less). The program is run through the Fuel Assistance office at DHSP, and payment is made directly to the cities. Initially, in our service area (Cambridge and Somerville) only Cambridge homeowners were eligible for this program, however, this past season, Somerville homeowners were eligible as well. In order to qualify for LISAWAP, a homeowner must be the sole owner of their home, reside in that home (may be single or multi-family), and have income at or below 150 percent of the federal poverty guidelines.

Kids' Council

The Coordinating Council for Children, Youth, and Families (The Kids' Council) is a City board dedicated to improving the quality of life for Cambridge children through making recommendations and setting up programs and services. The Council provides leadership and advocacy on issues concerning children and families by bringing together parents, community members, top elected and appointed City officials, and representatives of universities and community organizations to coordinate and promote necessary action.

The current major initiative of the Kids' Council is the Agenda for Children. The Kids' Council is beginning

to implement this initiative to enhance the lives of children and families. With Mayor Duehay as its' chair, the Kids' Council has been working with the School Department, the Human Services Department, the Police Department, the Cambridge Public Library, the Cambridge Health Alliance, the community-at-large, and numerous private and non-profit agencies in a collaborative effort to develop the Agenda for Children.

Over the past year, the Kids' Council selected two goals to serve as the focus for citywide action in the Agenda for Children: *(1) all children will read at grade level; and (2) all children and youth will have access to supervised activities in nurturing and safe environments.* In the process of selecting these goals, the Agenda for Children conducted 50 community meetings to identify areas of concern for our city's children. Over 600 Cambridge residents participated in these meetings held in churches, community centers, housing complexes, and schools. Three teams of departmental representatives have been formed to meet with residents and service providers to develop detailed plans to engage the entire community in supporting the goal of reading and to plan for new day care, extended school day, teen and after-school programs. Some of the first results of this initiative's efforts will be a new extended-day program at the Harrington School, a public awareness campaign to promote family literacy, and the formation of an ongoing community engagement process to organize residents to actively participate in the initiative.

Commission on the Status of Women

The Cambridge City Council established the Cambridge Commission on the Status of Women in October 1977 as a department of city government. In February 1978, 20 women were appointed by the City Manager to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues ... (and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission was further required by the City Council to:

- design and implement programs that promote equality for women in the city
- develop and recommend policy and coordinate activities in the city on issues affecting women
- initiate and monitor legislation, which promotes equal status of women on city, state and federal levels

In fulfillment of these roles and responsibilities, the Women's Commission allocated its resources to the following priorities and projects:

WOMEN'S SAFETY

1. Domestic Violence

"The City as a Domestic Violence-Free Zone". The Commission has been co-leading a comprehensive planning process to engage all municipal resources as

partners with the movements to stop violence against women in the City of Cambridge. This effort, *The Domestic Violence-Free Zone Initiative*, has engaged the entire city government in a process to answer the question, "What is the role of government when home is not safe?"

The City Manager appointed the Women's Commission director to co-coordinate the development of an 11-point, five-year Implementation Plan, which establishes priorities for collaboration among city departments in confronting domestic violence. The DVFZ Initiative has completed several major projects during FY99:

- **Programs for Children Who Witness Family Violence.** The core group published a comprehensive survey of all agencies serving Cambridge families regarding their needs for services to children who witness violence in their homes. Published in September 1998, the survey provides an overview of current services and a blueprint for future development of programs in this key area. The multidisciplinary committee is comprised of representatives from the School Department, the Cambridge Health Alliance and community agencies.
- **Domestic Violence Training for City Departments.** With a grant from the Federal Violence Against Women Act, the city conducted training in domestic violence detection, referral and support for every employee of the Department of Human Service Programs and the Cambridge Housing Authority. In addition, specialized training programs were developed for staff dealing with particular populations, including those working with children, adolescents and elders. As a result of this training, the Housing Authority has hired a member of its security team with specific expertise and responsibilities in responding to domestic violence situations within its housing developments.
- **Training Video** – In September 1999, the DVFZ Initiative will unveil a 90-minute training video for city departments, which provides an overview of the causes, effects and available responses to domestic violence. It utilizes city employees and members of community agencies in a creative multi-lingual series of re-enactments and vignettes. The video will also be aired on the city's municipal cable television channel.
- **Two-year Report** – The core group released a full report on its first two years of work in March 1999; that report is available at the Women's Commission office.

The city's Domestic Violence-Free Zone document, Implementation Plan and Report on Services to Children who Witness Domestic Violence have been posted on the Worldwide Web as part of the Women's Commission Home Page (www.ci.cambridge.ma.us/~Women).

The Domestic Violence Task Force. This seven-year-old network of more than 20 local agencies and organizations, coordinated and staffed by the Women's Commission, meets monthly to solve problems, improve communication and increase services related to domestic violence.

2. Sexual Assault

"Cambridge After Hours". The Women's Commission initiated this collaborative effort among the city's License Commission, Community Oriented Policing Leadership Council and the Central Square Neighborhood Association to address safety issues for women leaving the city's bars and nightclubs at closing time after a series of assaults. The Cambridge Women's Safety Network authored and distributed a brochure to all clubs and bars in Central Square; titled *Will This Be A Night to Remember?* to assist women to identify unsafe situations and to make decisions or seek help when they are participating in nightlife in the city.

3. Safety Awareness and Training

The Commission co-sponsored a series of safety and self-defense workshops with the Police Department, featuring the Rape Awareness Defense program taught by two female police officers. The Commission sponsored a specialized mother/guardian-daughter street-safe workshop presented by "Girls Leap," a project of the Cambridge Women's Safety Network which develops specialized safety curriculum for adolescent girls. In addition, the Commission presented a program on Safety Tips for Seniors at the East End House. More than 300 women and girls participated in these popular and effective programs. The Cambridge Women's Safety Network, staffed by the Commission, met monthly and installed educational exhibits in Central Square storefronts on incidents of violence against women.

WOMEN'S HEALTH

Women's Health Day. The Women's Commission presented its sixth annual Women's Health Day on Saturday, March 27, 1999 in collaboration with the Cambridge Health Alliance and a dozen community-based organizations. The health day programs have combined information presented by traditional medical providers with demonstrations by masseuses, acupuncturists, and holistic healers. Workshops in Spanish, Haitian Kreyol and Portuguese address breast health, talking to a provider, talking to teenagers about health and sexuality, osteoporosis and hormone replacement therapy, women and cancer and more. The program included a set of workshops specifically for adolescent girls. Over 200 women and girls attended. The American Cancer Society's Mammography Van was parked in front of the Senior Center to afford participants the opportunity to have a mammogram.

Women's Health Task Force. The Executive Director staffs this on-going Task Force of the Cambridge Health Alliance to monitor and recommend changes in women's health programs provided by The Cambridge Hospital. The task force is participating in the development of comprehensive women's health program to be implemented throughout the Alliance.

YOUNG WOMEN

The Sisters Program. The Women's Commission is collaborating with the School Department on this afterschool and summer program for approximately 50 girls in grades five through seven at three elementary schools. The specific role of the Commission has been to work with the program's director to develop a Leadership Program for a small group of

participants to increase their ability to play leading roles in the program and in the community.

Girls' Sports Day. The Commission collaborated with the Mayor's Office, School Department and Human Services Department to produce the third annual Fifth Grade Girls' Sports day. Every fifth-grade girl was released from the city's public schools and bused to the MIT playing fields to participate in her choice of 10 different sports clinics as part of the efforts to encourage girls to take part in physical activities for personal and social health. The CRLS School Nurse and professional aerobics instructor led the 300 girls in aerobic warm-ups to begin the day. During the lunch break, the CRLS Basketball Coach spoke about the role of sports and physical-fitness in changing the direction of her life.



3rd Annual Cambridge Fifth Grade Girls' Sports Day.

ECONOMIC JUSTICE

Welfare Reform Task Force. Mayor Duehay convened a citywide Welfare Reform Task Force to prepare the city to deal with the changes in federal and state law, which would affect Cambridge residents eligible for income support through the Department of Transitional Assistance. The Commission director chaired the Task Force Impact Assessment Committee, charged with identifying the specific impact of these changes on city residents, institutions and programs. The Committee developed and implemented a series of five focus groups of women currently or recently receiving benefits and worked with a consultant to publish a report to the city on the findings.

The Commission played a key role in linking the Task Force with the Radcliffe Public Policy Institute in a joint, companion assessment project called "Women in Transition." This project conducted additional focus groups and in-depth interviews with women in Cambridge and Boston to further identify problems connected with the two-year time limit on benefits and barriers facing women to make ends meet through wages and secure affordable child care and transportation.

On April 30, 1999, the Women's Commission inaugurated a weekly support group for women currently or recently receiving welfare called The Kitchen Table Conversations Project. More than 40 women and 55 children attended meetings. The meetings, co-facilitated by a former welfare recipient and a professional counselor, focused on participants' desire for adequate job training,

jobs with benefits, child care for parents working non-traditional schedules, after-school programs and their struggles to complete high school or college education. The project received funding from the Human Services Department, Community Block Grants and a private donor.

HISTORY AND THE ARTS

Cambridge Women's Heritage Project. The Commission's Program Coordinator initiated a collaborative effort among the city's Historical Commission, Arts Council and community groups to develop a Women's Freedom Trail, a Women's Honor Roll and a web page documenting the historic and current contributions of Cambridge women to local and national life. The project worked with neighborhood-based organizations to present "A Tribute to the Work of the Margaret Fuller House" in Area 4 and a day-long set of activities called "East End House Celebrates Women" in East Cambridge.

Women's Mural Project. The Arts Council has received capital funds to collaborate with the Women's Commission on a mural to commemorate the first 20 years of the Commission and the contributions of women to city life. The Commission is working with three volunteers, including a Ph.D. in Women's Studies, to conduct research at the Schlesinger Library, Women's Center and Oral History Center. Artist selection will begin in the fall.

PUBLIC EDUCATION AND OUTREACH

WomenSpeak. The Commission's Program Coordinator continues to oversee the production of a weekly Cable Television show called *WomenSpeak* with features on current feminist topics including politics, the arts, health, work and union issues and Women's Center programs.

Web Site. The Women's Commission staff, guided by the founder of MIT's Volunteer Community Connection, created its own web site. The address is: www.ci.cambridge.ma.us/~women.

STATE AND REGIONAL

National Association of Commissions for Women 1999 Convention. The Executive Director continues to chair the Coalition of New England Commissions for Women, a regional alliance of women's commissions. The coalition, with primary leadership from the Cambridge, Boston and Somerville Women's Commissions, made preparations to host the 30th annual convention of the National Association of Commissions for Women scheduled to take place in Boston from July 8 to 11, 1999. The event will involve 200 participants from Women's Commissions throughout the country and is expected to raise approximately \$10,000 for the national association.

Mass. Action for Women / Statewide Audit of Women's Issues. The Commission is a founding member of Mass. Action for Women; a statewide organization founded to implement in Massachusetts Platform for Action developed at the 1995 United Nations Conference on Women in Beijing. In FY99, the Commission staff were actively involved in developing a statewide "audit" of women's issues by engaging women and girls from all communities across the state in determining their needs and rights and the resources available to them.

Wonder Woman Award. The Executive Director shared the *Wonder Woman* award of the Massachusetts Women's Political Caucus with the directors of the Boston and Somerville Commissions for her role in writing the state statute creating a permanent Massachusetts Commission on the Status of Women.

Human Rights Commission

Since 1985, the Cambridge Human Rights Commission, created by City Ordinance, has served the residents of Cambridge as well as those doing business in Cambridge. In 1991, the powers and the authority of the Commission were expanded with the passage of the Fair Housing Ordinance. With a mission of eradicating discrimination within the City in employment, housing, public accommodations, education, credit, and use of City services, the Commission has focused on both the investigation of cases as well as education and outreach activities designed to inform the public about their rights and responsibilities under the law.

The Commission's Ordinance, the most inclusive in the Commonwealth, extends beyond state and federal coverage of protected categories. The Commission has jurisdiction over sex, race, color, national origin or ancestry, religion or creed, sexual orientation, age, marital status, family status, disability, military status and source of income. The Cambridge Commission is designed to be "user friendly." Those individuals with complaints arising in Cambridge have the ability to seek help on a local level, without the necessity of filing in Boston. The Commission is prepared to receive complaints by telephone, mail, walk-ins, or by referral from other agencies. It can receive both informal and formal complaints. For those individuals who wish to have complaints treated informally, Commission staff will listen to the complaints, make suggestions as to possible solutions, and contact or make referrals to other agencies. For those who select the formal route, complaints will be placed in written form, notarized, dual-filed with MCAD and HUD, where appropriate, and sent by certified mail to the Respondent. Those receiving the complaint are required to submit written Position Statements to which the Complainant is given an opportunity to submit a written Rebuttal. Investigations may include requests for documents, interviews of witnesses, site visits, and fact-finding conferences. At the conclusion of the investigation, the Investigator prepares a written report, which the Commission either sends to both parties or to the Massachusetts Commission Against

Discrimination (MCAD). MCAD will then review the report and issue its decision.

The Commission may make a finding of either probable cause (more likely than not there was discrimination) or lack of probable cause. If a probable cause decision is made, a public hearing may be held at the Commission, or in certain cases, including housing, the parties may opt to take the case either to the Attorney General's Office or to state court. For those cases with rights under Title VIII, the Federal Fair Housing Laws, the Complainant may recover a wide range of potential damages.

During FY99, the Commission retained Work-Sharing Agreements with both the Massachusetts Commission Against Discrimination (for employment and public accommodation cases) and HUD (for fair housing cases). Through these contracts, the Commission receives funding for the closure of dual-filed cases, which provides the majority of funding for the Commission's investigator, as well as providing necessary funding for education, outreach and training, and the use of student interns.

Although a major function of the Commission's work is the investigation of discrimination charges, it also devotes much time to education, training, and outreach activities in the community, as well as offering advice to City agencies including the City Manager's Office, in the provision of City services.

The Commission is composed of a full-time staff of three as well as student interns and an 11-member Board of Commissioners who volunteer their time in fulfilling the agency's mission.

ACCOMPLISHMENT AND ACHIEVEMENTS

A. ENFORCEMENT

Through its use of the City website, Commission newsletter, education and outreach activities, and increased contact with public and private agencies, the Commission has increased its visibility in the community, resulting in a larger number of complaint intakes and inquiries. While in previous years, the vast majority of employment complaints were initially received from MCAD, currently many of the complainants come directly to the CHRC, bypassing the state and federal agencies. During FY99, the Commission received 382 inquiries from the public, an increase of approximately 17 percent over FY98. During this same period, the Commission closed 116 complaints. Cases were filed in the following areas: employment - 66; housing - 26; and public accommodations - 10.

The following is a breakdown of complaints filed:

| | Employment | Housing | Public Accommodations | Total |
|--------------------|------------|---------|-----------------------|------------|
| Age | 16 | 0 | 0 | 16 |
| Disability | 13 | 8 | 2 | 23 |
| Family Status | 0 | 5 | 0 | 5 |
| Gender | 1 | 0 | 0 | 1 |
| Marital Status | 0 | 1 | 0 | 1 |
| National Origin | 7 | 4 | 3 | 14 |
| Race/Color | 24 | 8 | 8 | 40 |
| Retaliation | 4 | 3 | 0 | 7 |
| Religion | 3 | 0 | 0 | 3 |
| Sex | 19 | 2 | 1 | 22 |
| Sexual Harassment | 0 | 0 | 0 | 0 |
| Sexual Orientation | 3 | 2 | 2 | 7 |
| Source of Income | 0 | 13 | 0 | 13 |
| | | | TOTAL | 152 |

Some complaints may have been filed in more than one area, i.e. family status and source of income.

1. Fair Housing

Using funds received from HUD under the CHRC/HUD Worksharing Agreement, the Commission was able to fund its fair housing investigator, and use administrative funds to hire work study interns and fund fair housing education and outreach activities. FY99's activities included update of the Commission website, fair housing trainings for Cambridge School students, dissemination of CHRC anti-discrimination posters to Cambridge employers and housing providers, publishing articles on Fair Housing Law in the Commission's newsletter as well as newspapers; development of Fair Housing Posters distributed throughout the community in conjunction with Fair Housing Month. Training funds permitted Commission employees to attend HUD conferences which focus on topical issues, new interpretations of law, computer training, and networking among agencies.

As Chair of the City's Fair Housing Committee, the Executive Director meets on a monthly basis with its members composed of realtors, bankers, public and private agencies dealing with the provision of services related to housing, including housing advocacy. This past year, the Committee continued to explore how the loss of rent control could be countered to ensure diversity in the community. Topics included: dealing with properties containing lead paint; the provision of the inclusionary zoning ordinance; the inauguration of the Boston Fair Housing Center; how the Massachusetts Housing Partnership for first time homebuyers could better serve Cambridge residents; National Fair Housing month activities; and how the Cambridge Council of Realtors could work with the Fair Housing Committee in helping provide solutions to providing affordable housing to low income residents.

FY99's Fair Housing Month was scaled back due to the absence of a full-time executive director. This year, contest categories included essays, short stories, and poetry. Although the total number of entries was smaller this year, the overall quality was very high, both in terms of literary substance and the understanding of Fair Housing concepts, which the participants demonstrated. Much of this improved understanding can be attributed to the Fair Housing trainings in the schools conducted by CHRC staff and volunteers. As in past years, the contest was supported by the Cambridge Banks Housing Association which provided specially designed tee-shirts to all participants and U.S. Savings Bonds to the top winners. Local businesses provided gift certificates to honorable mention winners and a donation was made by the Cambridge Council of Realtors. Posters announcing the award ceremony were distributed throughout the City. Craig Stevens, weekend anchor at Channel 7 television, served as a host at the Awards Ceremony and Reception for the second year. The Fourth Annual "Innovations in Fair Housing Awards," was given to Laity and Clergy for Affordable Housing, and the first Margot P. Kosberg Award was given to Ilona Kuphal, the President of the Cambridge Council for Realtors.

2. Employment

The vast majority of complaints handled by the Commission involve employment discrimination. Covered

under the local Ordinance are employers with six or more employees. Protected categories under the Ordinance include sex, race and color, national origin, age, disability, sexual harassment, sexual orientation, religion, and gender. Most complaints received are brought on the basis of race and color and sex, with increasing numbers of complaints brought on the basis of disability. Although the amount of monetary damages which the Commission can award is limited to \$300, pursuant to a work-sharing agreement with MCAD, the Commission investigates the facts and issues written recommendations, and MCAD can hold the final hearing and award greater monetary damages if warranted. Both the Commission and MCAD make every effort to conciliate cases. The Commission can settle a case for any amount.

This past year, the Commission investigated and closed 70 cases under its work-sharing agreement with MCAD.

Through funding provided by MCAD, the Commission was able to utilize work study students from Boston University School of Law, Northeastern University Law School, and Boston College Law School to assist in the investigation of discrimination complaints.

B. CITY RESOURCES

The Human Rights Commission Ordinance mandates that the Commission provides technical assistance and support services to the City Manager and City agencies with respect to civil rights issues. In that capacity, the Executive Director frequently answers requests for information on potential problems in the City including how to deal with sexual harassment, issues relating to disabilities, tensions in offices between employees, how to ensure diversity in the workplace, and strategies to avoid civil rights complaints. Although the Commission will not take formal complaints brought by City employees against City agencies, due to a potential conflict of interest, it will speak informally to City employees on their rights and responsibilities, and offer assistance in informally resolving complaints. If the matter cannot be resolved, the agency will make appropriate referrals to other agencies, including the Massachusetts Commission Against Discrimination.

The Commission is increasingly working with other City agencies in education, outreach, advocacy and training. The Executive Director serves as the Sexual Harassment Coordinator for the Human Rights Commission. The Executive Director also served as a planning member of the Peace Commission's annual Holocaust Commemoration Committee. The Commission convened the Cambridge Human Rights Coalition comprised of City officials and members of private and non-profit groups serving the civil rights community. In FY99, the Executive Director was invited to be a member of the Mayor's Welfare Reform Task Force. The Commission continues to work closely with the Community Development Department on the Fair Housing Committee. The Commission also continues to work closely with the Cambridge School Department on the diversity initiative stemming from the October 22, 1998 Forum on Race and Class. One of the Commission's projects over the last five years has been developing yearly curriculums for use with students in grades six through eight on civil rights law and fair housing. The Commission staff has distributed this in all Cambridge schools and provided staff to work with individual teachers and classrooms. The Executive Director has been serving on a

sub-committee on Diversity Training for all City employees. The purpose of the Committee is to develop a broad training model for all City employees focusing on *What is diversity?* and *Why is it necessary in City government?*, with ways to make it happen.

C. COMMUNITY OUTREACH

The Commission continued to publish "Dateline Human Rights," detailing both the work of the Commission and recent developments in the civil rights field. Mailed to public and private agencies, organizations, churches, businesses and individuals throughout the City, the Commission's visibility has been further enhanced. The Commission also distributed posters throughout the City to be displayed at all places of business notifying individuals and businesses of their rights and responsibilities under the Cambridge Human Rights Ordinance.

The Sixth Annual Poster, Essay, Poem and Short Stories Contest on the theme of "Fair Housing is For Every One" sparked the participation of five Cambridge elementary schools and numerous students. Several hundred residents attended the Award Ceremony and Reception held at the end of April 1999.

The Commission staff and Commissioners worked jointly on a number of projects during FY99 including working with the City Law Department on revision of Commission Rules of Procedure, and intervening in a community issue involving controversial school searches of minority students. In October 1998, the Commission developed a forum on Race and Class with other city departments that was later co-sponsored by the Mayor.

The Executive Director is a member of the Massachusetts Association of Human Rights Agencies and regularly counsels new Human Rights Commissions across the Commonwealth on the work of the Cambridge Commission. MCAD regularly refers Commissions to Cambridge as a model of what a municipal civil rights agency should be doing. The Executive Director is a member of the Greater Boston Civil Rights Coalition and is involved in civil rights issues affecting the greater Boston area.



Veterans Day Exercises

The Department of Veterans' Services (DVS) serves as an advocate for all 8,884 veterans and their dependents. DVS advises clients as to the availability of services, benefits and entitlements. In addition, DVS also provides emergency financial assistance (M.G.L. c. 115) to needy veterans and their dependents that have served honorably during wartime periods. (\$57,057 in FY99) The cost of this benefit program is reimbursed to the City by the Commonwealth one year after payment at the rate of \$.75 for every dollar expended.

The department processed over 450 applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots and grave markers, and life insurance benefits.

In addition, the department assisted pensioners with their annual Veterans' Affairs Financial Eligibility Verification Reports (EVR's) and applications for Property Tax Exemptions.

In FY99, Cambridge veterans and their dependents received approximately \$8.1 million in Federal monies for VA pensions, compensations, and benefits.

The Department, in conjunction with the Cambridge Veterans' Organization (CVO), coordinated public celebrations on Patriots', Memorial and Veterans' Days. For Memorial Day, over 6300 flags were placed by DVS volunteers and family members on the graves of veterans interred in Cambridge Cemeteries. In addition, DVS continued to plan, coordinate and promote the city's annual Memorial Day Parade, which included many local community and youth organizations.

The Department actively participated in many other community initiatives, such as the dedication of streets, squares and parks in commemoration of our war dead.

In conjunction with other city departments, the department continued to enhance its case management methodology to better serve the rehabilitation needs of our veterans and their families.

Other significant accomplishments include:

- Successfully managed a 60 percent increase in the number of weekly units of service (client services). Continued to reduce Chapter 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, initiating third party reimbursements and enhancing case management.
- Co-sponsored, with the US Department of Veterans' Affairs, a citywide Veterans' Health and Benefits Fair. Held in the city's Senior Center, this event identified several veterans/spouses who were not receiving any VA medical/benefits to which they were entitled. In addition, several persons were enrolled in the Ch. 115 veterans' benefits program.
- Began development of a City of Cambridge Veterans' Services Web Page on the Internet.
- Produced a City of Cambridge Veterans' brochure
- Participated in a National Congressional Veterans' Braintrust held in Washington, DC.
- Implemented a new benefit program for 100% service-connected disabled veterans. This program entitles 100% disabled veterans a permanent annual cash annuity of \$1,500.
- Implemented a new program, which entitles each parent of a veteran who was killed in action or died as

a result of a service-connected injury, a permanent annual annuity of \$1,500.

- Produced/rebroadcast 12 Veterans' benefits cable television programs.

The Schools

The Cambridge Public School Department includes 15 elementary schools and one comprehensive high school, Cambridge Rindge and Latin School. Approximately 7800 students are served by 750 teachers and 75 administrators, assisted by over 400 support personnel. The school system is a learning community; we believe that all students can learn, and it is our responsibility to teach them to achieve to their highest potential. As a learning community, we acknowledge that we are all learners—from students to teachers to administrators.

FY99 witnessed the opening of the first Cambridge Public Schools' Professional Development Center. Situated at the Maynard School, and led by Executive Director Valerie Spriggs, the Center developed and implemented professional development activities and programs for School Department employees at all levels. The Superintendent's Summer Institute made its first appearance in August 1998; over 250 teachers returned from their summer vacations a week early to participate in classes geared to strengthening their skills and expanding teaching practices.



Haggerty students respond to a teachers question

The Superintendent of Schools created a new department, the Office of Student Achievement and Accountability, that will oversee students' progress and achievements, from Kindergarten to grade 12. The members of this team will oversee the development of a strategic plan that will be aimed at improving the achievement of all Cambridge Public School students.

The academic year 1998-1999 was "The Year of the Massachusetts Comprehensive Assessment System (MCAS)," as over 1600 Cambridge students in grades 4, 8 and 10 joined their contemporaries across the Commonwealth of Massachusetts to learn the results of the first administration of the MCAS. In November 1998, the Commissioner of Education chose the Morse School to be

the site of his state-wide press conference; he did so in order to highlight the success of the Morse students on the tests.

The state testing program motivated us to continue our development of curriculum frameworks and to align our work with the Commonwealth of Massachusetts Curriculum Frameworks.

Cambridge Rindge and Latin School was led by two Co-Principals as the school department continued its search for a new educational leader, who assumed the Principal position on July 1, 1999.

In addition, the elementary school leadership team welcomed a new Principal of the Agassiz School, and a new educational leader of the Robert F. Kennedy School.

School Committee

Meeting regularly throughout the academic year, the Cambridge School Committee, chaired by Mayor Francis H. Duehay, addressed the issues of race and class, CRLS Attendance Policy, student searches, school facilities, equity for all students, and the possible merger of elementary schools. The members worked collaboratively with the Superintendent to improve the budget process; to develop the "final" version of the high school Attendance Policy; and to plan the Harrington School Extended Day Pilot Program. Also, the members reviewed and approved the School Improvement Plans that were presented to them by each school's Principal and School Improvement Council.

"Educational Presentations" to the School Committee continued this year, giving members the opportunity to receive programmatic information from school department personnel. Presentation topics included: the ATLAS Program, Special Education, Bilingual Education, Elementary School Merger Process, Early Childhood Programs and the CRLS Attendance Policies.



Reading class at Haggerty School

Events of Particular Interest

Agenda for Children

The Cambridge Public Schools in concert with the Cambridge Department of Human Services, the Cambridge Health Alliance and the Cambridge Police Department continued to develop programs for our youngest citizens. The Harrington School Extended Day Pilot Program,

opening in September 1999, is an example of the Agenda's work. Another outcome of the collaboration is our new "Family Resource Center" which is an outgrowth of the School Department's Family Information Center/Student Registration Center. Located at Cambridge Rindge and Latin School, the Center will serve as a "One-stop shopping center" for families; it will include the Student Registration Center and office spaces for representatives of city agencies.

Professional Development Center

November 1998 saw the opening of the first Cambridge Professional Development Center. Situated at the Maynard School, the center provides support, programming and activities, aimed to further enhance the performance of all staff members. The Center sponsors the "Superintendent's Summer Institutes," which over 500 staff members have attended.

Network for Improving Minority Achievement

Recently, the Cambridge School Department was invited to join the Network for Improving Minority Achievement; a national organization that includes 14 school systems that are all committed to closing the student achievement gap. We are optimistic that our work with this group will assist us as we continue our focus on student achievement.

"New" Morse School

In January 1999, the Morse School students left their temporary quarters at the old St. Mary's School and returned to the newly renovated Morse on Memorial Drive. With new computer centers, expanded classroom space, and refurbished cafeteria, auditorium and gymnasium, we are proud of our new Morse School.



Music class at the Morse School

City-Wide Safety Fair

All Cambridge Public School students and their families were invited to a Safety Fair, held at the

Harrington School in May 1999. Representatives from virtually all city agencies involved in safety and security participated in the Fair.

Budget

The FY99 budget was presented and accepted in a timely fashion. Superintendent D'Alessandro brought together the stakeholders and worked with them to achieve a harmonious budget process. For approximately two months, she met with Members of School Councils, staff members and the schools' administrators. After a series of meetings with all interested parties, she presented to the School Committee a budget that was clearly in alignment with the School Department's goals and mission statement.

The Cambridge Public Schools spends approximately \$12,500 to educate each child, a fact that marks our allocation among the highest in the nation. (Average funding costs per pupil nationally fall near \$6,200) Student enrollment stands at about 7800 students, with rise in the school budget from \$90.2 million in FY98 to \$94.8 million in FY99.

Several substantial grants were awarded to the Cambridge Schools during FY99. Among them are the following: from the Commonwealth of Massachusetts: Early Childhood grants, totaling \$1,068,624; the Educational Technology Department received \$130,000 from the state, while the Bilingual Department received grants totaling \$748,933.

Full time school staff decreased over the past year from a total of 1238.9 in FY98 to 1217.5 in FY99. Personnel decreases showed in the number of classroom teachers (from 768.1 to 748.2), full time aides (from 167.5 to 166.5) and administrators (from 72.4 to 69.4).

Over 88% of school-age children in the city attend public schools. They represent a diverse population, speaking 45 primary languages, and include nationals of 70 different countries. Of this enrollment, 9% are Asian, 14% are Hispanic, 43% are White and 34% are African American. Special needs students represent about 25% of the school population and 47% of elementary school students fall within the federal low-income guidelines. Cambridge students' attendance rate of 93% is above the Massachusetts State average.



Two Cambridge School Friends

FISCAL YEAR 1999 - CAMBRIDGE FACTS ON FILE

GENERAL

| | |
|---|--------|
| Population: (Source: 1990 US Census Bureau) | 95,802 |
| Area (square miles): | 6.26 |

POPULATION CHARACTERISTICS (Source: 1990 US Census Bureau)

| | 1980 | 1990 |
|---|-------------|-------------|
| White | 82.3% | 75.3% |
| Black | 10.9% | 13.5% |
| Asian | 3.8% | 8.4% |
| Native American | 0.2% | 0.3% |
| Other | 2.8% | 2.5% |
| TOTAL | 100% | 100% |
| Hispanic Origin | 4.8% | 6.8% |
| <i>Persons of Hispanic origin may be of any race.</i> | | |

GOVERNMENT

| | |
|----------------------------------|--------------------|
| Founded: | 1630 |
| Date of Incorporation as a City: | 1846 |
| Form of Government: | Council/Manager |
| Mayor: | Elected by Council |
| No. of Councilors: | Nine |

FINANCE

| | |
|---------------------------------------|-------------------|
| Adopted Budget: | \$270,124,700 |
| Adopted School Budget | \$ 94,615,970 |
| Number of Full-time City Employees: | 1,385 |
| Number of School Full-time Employees: | 1,238.9 |
| Total Assessment: | \$9,542,836,815 |
| Bonded Indebtedness: | \$133,502,560 |
| Tax Rate - Residential: | 11.05 |
| Commercial: | 27.25 |
| Excise Rate: | \$25 per thousand |

| BLOCK | ANNUAL CONSUMPTION | WATER RATE | SEWER RATE |
|---------|--------------------|------------|------------|
| Block 1 | 0-40 | \$1.92 | \$3.46 |
| Block 2 | 41-400 | 2.07 | 3.66 |
| Block 3 | 401-2,000 | 2.19 | 3.95 |
| Block 4 | 2001-10,000 | 2.34 | 4.25 |
| Block 5 | Over 10,000 | 2.51 | 4.51 |

All general consumption and rates are measured in hundreds of cubic feet. The rates are per hundred cubic feet.

PUBLIC SCHOOL SYSTEM

| | |
|-------------------------------------|-----------------------------------|
| Elementary Schools: | 15 |
| High Schools: | 1 |
| Number of Students: | 7,866 |
| Number of Full Time Teachers: | 768.1 FTE |
| Cost Per Pupil: Regular Day Program | \$8,810 (Official FY96-97 D.O.E.) |
| All Day Programs | \$9,942 (Official FY96-97 D.O.E.) |

STUDENT POPULATION

| | |
|--------------|--------------|
| Elementary: | 5,497 |
| Secondary: | 1,910 |
| Ungraded: | <u>459</u> |
| TOTAL | 7,866 |

COMPOSITION OF STUDENTS

| | Elementary | Secondary |
|---------------|-------------------|------------------|
| Non-Minority: | 40.7% | 40.1% |
| Minority: | 59.3% | 59.9% |

HOUSING

| Type of House | Average Value | # of Parcels |
|--|----------------------|---------------------|
| (one family) | \$412,700 | 3,535 |
| (two family) | \$336,700 | 3,154 |
| (three family) | \$310,800 | 1,633 |
| Condominium | \$199,700 | 7,909 |
| (Source: City of Cambridge as of 1/1/98) | | |

GENERAL INFORMATION

| | |
|---|--------|
| Number of registered voters in Cambridge (Source: City's Record as of 11-20-98) | 43,002 |
| Number of Parks: | 70 |
| Number of Recreation Youth Centers: | 5 |
| Number of Community Schools: | 16 |
| Number of Senior Citizen Centers: | 2 |
| Number of Golf Courses: | 1 |

FOUR LONGEST STREETS

| | |
|------------------------|----------|
| Massachusetts Avenue: | 4 miles |
| Cambridge Street: | 2 miles |
| Concord Avenue: | 2 miles |
| Broadway: | 1 mile |
| Miles of City Streets: | 125 mile |

INSTITUTIONS OF HIGHER LEARNING

Harvard/Radcliffe
Massachusetts Institute of Technology
Lesley College
Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department: July, 1998)

| RANK | NAME OF EMPLOYER | NATURE OF BUSINESS | NUMBER OF 1998 EMPLOYEES |
|-------------|---------------------------------------|---------------------------|-------------------------------------|
| 1. | Massachusetts Institute of Technology | Education | 7,745 |
| 2. | Harvard University | Education | 7,394 |
| 3. | City of Cambridge | Government | 3,060 |
| 4. | Lotus Development Corporation/IBM | Computer Software | 1,883 |
| 5. | Bolt, Beranek & Newman | Research & Development | 1,847 |
| 6. | Cambridge Public Health Commission | Medical | 1,524 |
| 7. | Mt. Auburn Hospital | Medical | 1,496 |
| 8. | Federal Government | Government | 1,489 |
| 9. | Polaroid | Photo & Optic Equipment | 1,118 |
| 10. | Draper Labs | Research & Development | 1,059 |

DEPARTMENT HEADS

Affirmative Action:

Duane Brown

Animal Commission:

Mark W. McCabe

Arts Council:

Pallas Lombardi

Assessing:

Sally Powers

Auditing:

James Lindstrom

Budget:

Louis DePasquale

Cable TV:

Carl Holt, Acting

City Clerk:

D. Margaret Drury

**Commission for Persons
with Disabilities:**

Michael Muehe

Community Development:

Beth Rubenstein

Conservation Commission:

Julia Bowdoin

Election Commission:

Wayne Drugan

Artis B. Spears

Darleen G. Bonislowski

Lynne A. Molnar

Electrical:

George Fernandes

Emergency Communications:

George Fosque

Emergency Management:

David B. O'Connor

Executive:

Robert W. Healy

Richard C. Rossi

Fire:

Kevin Fitzgerald

Fiscal Affairs:

James P. Maloney, Jr.

Historical Commission:

Charles Sullivan

Human Rights Commission:

Quoc M. Tran

Human Services:

Jill Herold

Inspectional Services:

Robert Bersani

Law:

Russell B. Higley

Donald Drisdell

Library:

Susan Flannery

License:

Benjamin Barnes

**Management Information
Systems:**

Lisa Brown

Peace Commission:

Cathy Hoffman

Personnel:

Michael P. Gardner

Police:

Ronnie Watson

**Police Review &
Advisory Board:**

Malvina Monteiro

Public Works:

Ralph Dunphy

Purchasing:

Andrea Spears

School:

Bobbie D'Alessandro

**Traffic, Parking &
Transportation:**

Susan E. Clippinger

Veterans' Benefits/Services:

Robert Stevens

Water:

Michael Nicoloro

Weights & Measures:

James Cassidy

Women's Commission:

Nancy M. Ryan

DEPARTMENT TELEPHONE NUMBERS

| Department | Tel. No. | Department | Tel. No. |
|---|----------|-----------------------------------|----------|
| Affirmative Action | 349-4332 | Human Services | 349-6200 |
| Animal Commission | 349-4376 | Inspectional Services | 349-6100 |
| Arts Council | 349-4380 | Law | 349-4121 |
| Assessors | 349-4343 | Library | 349-4040 |
| Auditing | 349-4240 | License Commission | 349-6140 |
| Budget | 349-4270 | Management Information Systems | 349-4140 |
| Cable T.V. | 349-4296 | Mayor | 349-4321 |
| Cemetery | 349-4889 | Parking Violations | 349-4705 |
| City Clerk | 349-4260 | Peace Commission | 349-4694 |
| City Council | 349-4280 | Personnel | 349-4332 |
| Community Development | 349-4600 | Police | 349-3300 |
| Commission for Persons with Disabilities | 349-4692 | Police Review & Advisory Board | 349-6155 |
| Conservation Commission | 349-4680 | Printing | 349-4206 |
| Consumer Commission | 349-6150 | Public Works | 349-4800 |
| Council on Aging | 349-6220 | Purchasing | 349-4310 |
| Election Commission | 349-4361 | Recreation | 349-6230 |
| Electrical | 349-4295 | Retirement | 868-3401 |
| Emergency Management | 349-1590 | Revenue | 349-4220 |
| Emergency Communications | 349-6911 | School | 349-6400 |
| Environmental Program | 349-4604 | Traffic, Parking & Transportation | 349-4700 |
| Executive | 349-4300 | Treasury | 349-4212 |
| Fire | 349-4900 | Veterans' Services | 349-4760 |
| Historical Commission | 349-4683 | Water | 349-4770 |
| Human Rights Commission | 349-4396 | Weights & Measures | 349-6133 |
| | | Women's Commission | 349-4607 |

CREDITS

Layout and Mechanical
Paper
Cover
Printing
Composition
Cover Photos / Center Photos
Inside Photos

Quality Graphics
70 Pounds
60 Pounds
Quality Graphics
Annual Report Compiled by the Budget Office
Maryellen Carvello, Richard Rossi
John Bolduc
Anna L. Boysen
Elsa Campbell
Jeffrey Dunn
Ashley East
Edward Fowler
Curtis Gaines
Linda Haas
Mary Leno
Charles M. Long
Tim MacDonald
Ellen Mahan
John Nardone
Jessica Nolan
Lynda Robinson
Rob Steck
Mike Stone
Andrea Wong

INDEX

| | | | |
|------------------------------------|----|--|----|
| Affirmative Action..... | 10 | Historical Commission | 59 |
| Animal Commission | 24 | Human Rights Commission..... | 84 |
| Arts Council | 19 | Human Services | 72 |
| Assessing..... | 15 | Inspectional Services | 34 |
| Auditing | 15 | Law Department | 12 |
| Budget | 13 | Library | 69 |
| Cable TV | 64 | License Commission..... | 35 |
| City Clerk..... | 11 | Management Information Systems..... | 16 |
| City Manager's Office | 9 | Manager's Letter..... | 2 |
| Community Development..... | 52 | Mayor's Office | 6 |
| Conservation | 60 | Organizational Chart..... | 4 |
| Consumer Council | 36 | Peace Commission..... | 61 |
| Department Heads..... | 91 | Personnel | 14 |
| Department Telephone Numbers | 92 | Police | 30 |
| Election Commission | 17 | Police Review & Advisory Board | 32 |
| Electrical | 37 | Positive Edge | 10 |
| Emergency Communications | 39 | Profile of the City of Cambridge | 5 |
| Emergency Management | 38 | Public Works | 41 |
| Finance..... | 12 | Purchasing | 15 |
| Administration | 12 | Schools..... | 87 |
| Cash Management/Payroll | 13 | Traffic, Parking & Transportation..... | 31 |
| Claims Trust Fund..... | 13 | Veterans' Services | 86 |
| Revenue..... | 13 | Water | 65 |
| Fire | 24 | Weights & Measures | 36 |
| Facts on File..... | 89 | Women's Commission | 81 |
| General Services | 17 | | |
| Printing..... | 17 | | |

